



COUNCIL PLAN 2021-2025

QUARTERLY PROGRESS REPORT
Q4 APRIL – JUNE 2024

ACKNOWLEDGEMENT OF COUNTRY

Golden Plains Shire spans the Traditional lands of the Wadawurrung and Eastern Maar Peoples.

Council acknowledges them as the Traditional Owners and Custodians and pays its respects to both Wadawurrung and Eastern Maar Elders past, present and emerging.

Council extends that respect to all Aboriginal and Torres Strait Islander People who are part of Golden Plains Shire.

Artwork: by Shu Brown



Y3 | 2023/24 PLAN

COMMUNITY '23/24

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
1.1 SAFE, RESILIENT AND PROUD COMMUNITIES	Y3 1.1.1 Education, programs, services and infrastructure to enable people to feel safe in their local communities including preventing and responding to family violence and improving mental wellbeing			100%
1.1 SAFE, RESILIENT AND PROUD COMMUNITIES	→ Implement the Municipal Health and Wellbeing Action Plan 2021-2025 to collaborate and advocate with community and partners for initiatives that raise awareness of health and wellbeing.	<ul style="list-style-type: none"> Continued advocacy for the provision of health and wellbeing services across the Shire, with a specific focus on mental health support services, including the development of resources and community education about mental wellbeing and mental illness. Supporting the prevention of family violence, through external partnerships which support the prevention, response and support services and advocacy for improving an integrated response to support those experiencing family violence. Development of targeted programs to increase community participation in preventative screening. Development and launch of a social position statement that represents Council's stance on gambling harm minimisation for the Shire. 	<ul style="list-style-type: none"> Council Officers continue to engage residents and promote overall health and wellbeing through various programs, including the Edible Gardens Program (both online and in-person workshops), the Reusable Products Rebate Program, and the Choose Water Everyday campaign. Note that the Edible Gardens series and the Reusable Products Rebate Program ended on 30 June 2024. iCOPE screenings continue for all families to assist with identification and support of mental health concerns. iCOPE screenings effectively identified families requiring mental health support, resulting in 6 successful referrals across the reporting period. Maternal and Child Health services screen all mothers at the 4-week Key Ages and Stages Visit. Council actively participates in knowledge sharing networks, as demonstrated by staff attendance at the Elder Abuse Community Practice Network meeting, focusing on preventative strategies and resources. Maternal and Child Health services maintain vigilance by screening families for family violence and facilitating referrals to support services. Kindergarten educators play a crucial role in checking on family safety and wellbeing, with the Early Start Kindergarten program continuing to provide vital support for vulnerable families, currently serving nine families. Referrals continue to be made to The Orange Door and Meli support services. Early Years social media and websites offer valuable resources to families navigating family violence situations. In partnership with Breast Screen Victoria, a dedicated Breast Cancer screening event was held in March in recognition of International Women's Day. Council additionally supported the Lions Club of Bannockburn to host the Lions Skin Screening Unit at Bannockburn in May, with over 120 People participated in the free skin check clinic over the 2 days. The development surrounding the need for a Gambling Harm Reduction Policy continues, Council Officers have applied for funding to further progress this action from VicHealth. Outcome anticipated to be announced at the end of July 2024. 	100%
1.1 SAFE, RESILIENT AND PROUD COMMUNITIES	→ Maintain and monitor public spaces and infrastructure following the recommendations from the CCTV Steering Committee, to enable community safety and to target illegal and dangerous activities surrounding, dumping, vandalism and property damage.	<ul style="list-style-type: none"> Consider the case-by-case basis the installation of surveillance cameras that record at Council managed buildings with a history of vandalism. Ensure assets are built and/or retrofitted (when replacement required) in areas where a history of damage has occurred with more durable equipment and hardware to prevent further damage or destruction to Council assets. Continue to develop a proactive relationship with local Police and external agencies through the funded Crime Prevention program, including working with young people to identify ways to reduce antisocial behaviour in the shire. 	<ul style="list-style-type: none"> Internal surveillance cameras are in operation at the Bannockburn Cultural Centre following incidents causing damage and vandalism. Alarms are additionally in operation at a number of Council facilities. All incidents of damage are reported to Victoria Police with recent vandalism occurring at Bannockburn Heart Smythesdale Historic Precinct and Turtle Bend Reserve. Break-ins and damage at a small number of recreation facilities have also been reported to Victoria Police. Installation of duress alarms has occurred at Customer Hub facilities at The Well and GPCC, with Staff training being completed across the organisation. Other measures to address safety have included beautifying and improving access to social areas in and around community centres and public recreation spaces, improved locks on bins, doors, gates, storage areas and external sensor lighting on buildings. The planning and delivery of all new and upgraded infrastructure includes the principles of both Universal Design and Crime Prevention through Environmental Design. Encouraging greater utilisation, active surveillance and community ownership also plays a part in reducing incidents and anti-social behaviour. Council Officers continue to develop and strengthened relationships with local Police and external agencies through the Crime Prevention Program, with officers engaging with Victoria Police and Tiny Pride to deliver educational sessions to up skill Police Officers in their interactions with the LGBTQAI+ community, these workshops will occur over July and August. 	100%
1.1 SAFE, RESILIENT AND PROUD COMMUNITIES	Y3 1.1.2 Leadership and advocacy to build strong, safe and resilient communities			100%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
1.1 SAFE, RESILIENT AND PROUD COMMUNITIES	→ Continue to implement and update plans and communications that build resilience and support communities.	<ul style="list-style-type: none"> Review and prepare an update of the Golden Plains Municipal Emergency Management Plan. Implement the recently adopted Golden Plains Fire Management Sub-Plan. Educate, seek compliance and enforce under Council's Local Laws. Implement actions under the Domestic Animal Management Plan. 	<ul style="list-style-type: none"> The Golden Plains Municipal Emergency Management Plan with partner agencies has been finalised. Actions in the Golden Plains Fire Management Sub-Plan continue to be implemented. Council continues to educate, seek compliance and enforce under Council's Local Laws. Council continues to implement actions under the Domestic Animal Management Plan. 	100%
1.1 SAFE, RESILIENT AND PROUD COMMUNITIES	→ Partner with community safety stakeholders including Victoria Police, SES and CFA, to advocate, communicate and promote community safety infrastructure and activities.	<ul style="list-style-type: none"> Continue to work Emergency Management agencies to assist and help prepare our residents in case of an emergency. Advocacy for improved police response times across the municipality, including Bannockburn Police Station changed to a 24-hour Police Station. 	<ul style="list-style-type: none"> To support ongoing recovery efforts following recent events, a Senior Community Development Officer (Recovery) started in January. This role facilitated the delivery of Recovery to Resilience Programs in Teesdale, Shelford, and Inverleigh during May and June, with a focus on enhancing community strength and preparedness. Council's Bushfire Recovery Officer organised and conducted a community workshop in Smythesdale in response to the fire in Newtown. Council continues its collaborative efforts with the State Emergency Service (SES) on the planning and development of a new \$7 million SES station in Bannockburn. This project will enhance emergency response capabilities in the region. Council has signed a lease agreement with the Country Fire Authority (CFA) to facilitate the planning process for a new fire station on council-owned land in Dereel. This new facility will improve fire protection services for the Dereel community. 	100%
1.2 CELEBRATING AND CONNECTING COMMUNITIES	Y3 1.2.1 Promote and connect to our indigenous heritage and the traditional custodians of Golden Plains			85%
1.2 CELEBRATING AND CONNECTING COMMUNITIES	→ Implement actions result from the Reflect Reconciliation Action Plan (RAP).	<ul style="list-style-type: none"> Undertake a desktop review of the current Reflect RAP to determine next steps in Council's Reconciliation Journey (February 2024). Continue to undertake monthly consultation sessions (8) with Traditional Owner groups across the next 12 months. Actively participate in Local Networking Groups with Other LGA's across Wadawurrung, Gulidjan and Easten Maar Country. Deliver activities in National Reconciliation Week (NRW) and NAIDOC Week. Review of Kindergarten services RAP and seek engagement and support from Wadawurrung surrounding professional development and training of educators. 	<ul style="list-style-type: none"> Early preparation for determining next steps in Council's Reconciliation Journey has commenced, however a full review has not been complete. This action will be carried forward to September 2024, resulting in a delayed status. Council continues to undertake monthly consultation sessions with Traditional Owner groups. Local Networking Groups with other LGA's across Wadawurrung, Gulidjan and Easten Maar Country are currently on hold. The RAP Staff Engagement Working Group subcommittee organised National Reconciliation Week (NRW) activities, including: <ul style="list-style-type: none"> Distribution of Indigenous plant seeds and plant education for staff Creation and promotion of a staff video through internal communications Hosting of an "Our Language Matters" workshop on Wadawurrung Country, attended by 7 staff members ECEC services have all commenced pre-planning to develop and maintain Reconciliation Action Plans through Narragunnawali. Council operated kindergarten services all updated their Services Philosophies throughout 2023-24 and reviewed and discussed mandatory and optional actions from updated Reconciliation in Education (Narragunnawali) RAP Framework. Actions fall under three areas (in the classroom, around the services, with community) covering a further three areas of action (relationships, respect and opportunities) with 14 mandatory and a further 26 optional actions. Golden Plains Shire Family Day Care Service Plan is in draft awaiting confirmation of consultation time schedule with Traditional Owners. 	85%
1.2 CELEBRATING AND CONNECTING COMMUNITIES	Y3 1.2.2 Recognising the rich history and artistic potential of Golden Plains Shire			83%
1.2 CELEBRATING AND CONNECTING COMMUNITIES	→ Continue to provide and seek opportunities for participation and engagement in Arts, Culture and Heritage.	<ul style="list-style-type: none"> Develop, deliver and evaluate the Golden Spaces Exhibition program (June 2024). Establish and Launch the Golden Plains Stories website. Continue to deliver the Creative Workshop Program (6 sessions) with Geelong Regional Libraries (June 2024). Coordinate and Deliver the Annual Spring in the Shire Photography Competition (December 2024) Implement recommendations from the Public Art Scoping Desk Top Audit and undertake planning for the development of a Public Arts Policy and Strategy for FY 24/25 (June 2024). Continue to support community identified and led arts, culture and heritage initiatives (June 2024). 	<ul style="list-style-type: none"> Local curators have been appointed to deliver the inaugural Golden Spaces Exhibition program launch at the Bannockburn Cultural Centre in June 2024. Development of the Golden Plains Stories website continues with completion anticipated for August 2024, resulting in a delayed status. The Take Part Local Art creative workshop program delivered its second successful workshop in March, coinciding with the Farmers Market, in partnership with Geelong Regional Libraries. The Spring in the Shire competition was delivered in December 2024, and the exhibition continues at the Bannockburn Cultural Centre and travelled to The Well in May. Development of the Public Arts Assets Policy and Strategy has been temporarily paused due to resourcing constraints. The project is expected to recommence in July, the Policy will form part of the Community Assets Policy, which is expected to be developed in December 2024. Council continues to support community networking needs with the establishment of a Network of Historical Societies driven by local organisations across the Shire. To further enhance networking opportunities, a new co-producer model initiated as a pilot to scope community engagement for 4 shire wide networks across small halls, craft and makers, historical Societies and contemporary art practitioners. 	85%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
1.2 CELEBRATING AND CONNECTING COMMUNITIES	<p>→ Implement actions arising from the Arts, Culture and Heritage Strategy by delivering on Arts programs that align with the strategy.</p>	<ul style="list-style-type: none"> • Successfully establish the Arts, Culture and Heritage Advisory Committee to Council (December 2023). • Undertake a cultural and creative survey and establish a Cultural and Creative practitioners database (October 2023). • Develop and implement an industry Standard Evaluation Framework to measure to plot short term, medium and long term goals (May 2024). • Develop and annual Arts Culture and Heritage Reporting publication to share information on the delivery of outcomes against the Arts Culture and Heritage Strategy with community (March 2024). • Deliver initiatives that address community needs and actions under the strategy. 	<ul style="list-style-type: none"> • The voluntary Arts, Culture and Heritage Advisory Committee to Council was not taken up by the community, following an expression of Interest process in August, September and February. Resulting in a complete status. • A Shire Wide Cultural and Creative Ecologies Mapping and Survey was completed in August 2023. Standard Evaluation Framework and community report is being developed and will be shared with Council and community once complete. This action reflects a delayed status and will be carried across into 2024-25. • Standard Evaluation Framework to measure short term, medium and long term goals has been captured within the Creative Ecology survey. • Council Officers are currently developing a progress report on the Arts, Culture and Heritage Strategy for the past 12 months, report will be shared with Council in August 2024. • Council continues to deliver initiatives that address community needs and actions under the strategy, highlights include: <ul style="list-style-type: none"> • 2 fully booked workshops delivered as part of the Take Part: Local Art partnership with Geelong Regional Library Corporation. • Installation of two benches positioned around the Vera Scantlebury sculpture in Linton, designed by Wadawurrung artist in collaboration with the Linton Men's Shed and Primary School. • Council hosted a "Making Change Arts Strategy" event in March in Bannockburn with over 40 attendees from creative industries, peak funding bodies and LGS's. 	80%
1.2 CELEBRATING AND CONNECTING COMMUNITIES	<p>Y3 1.2.3 Supporting events and activities across the Shire to bring communities together and promote participation</p>			100%
1.2 CELEBRATING AND CONNECTING COMMUNITIES	<p>→ Provide and enable opportunities for community to build social connection and encourage and foster local talent through community events, festivals, celebrations and activities.</p>	<ul style="list-style-type: none"> • Successfully deliver the monthly farmers market program (11) from July 2023 - June 2024 (excluding January 2024). • Successfully deliver the Twilight Market Event (December 2023) • Deliver a suite of programs and events which fosters local talent and connection of young people across the municipality. 	<ul style="list-style-type: none"> • The Golden Plains Farmers' Market continues to create economic and community development activity, connecting community, and showcasing local businesses. 11 Farmers Markets, plus the Twilight Market in December were conducted during 2023-24. Quarter 4 highlights include: <ul style="list-style-type: none"> • April: 35 stallholders and about 758 marketgoers • May: 30 stallholders and around 740 marketgoers, including the Council's Resilience to Recovery Flood Recovery Hub stall • June: 33 stallholders; the market coincided with the launch of the Golden Spaces Exhibition program at the BCC, attracting over 50 attendees. Marketgoer numbers were unavailable due to a counter malfunction. • Council successfully delivered its biggest December Twilight Market since inception with approximately 110 Stallholders and 8,046 visitors in attendance. • Young musicians were engaged and offered an opportunity to perform at the Twilight Market contributing to fostering local talent and connection of young people across the municipality. 	100%
1.3 COMMUNITY PARTICIPATION, ENGAGEMENT AND OWNERSHIP	<p>Y3 1.3.1 Empower and build the capacity of residents and groups to get involved and contribute to communities</p>			100%
1.3 COMMUNITY PARTICIPATION, ENGAGEMENT AND OWNERSHIP	<p>→ Continue to provide and link community volunteers to support, funding opportunities and networks.</p>	<ul style="list-style-type: none"> • Deliver 2 rounds of the Community Strengthening Grant Rounds and report on the number of Community Strengthening Grants awarded, including total monetary value and geographical spread of projects. • Deliver 1 Berrybank Windfarm Community Grants and report on the number of Berrybank Windfarm Community Grants awarded, including total monetary value and geographical spread of projects. • Review and report developed on utilisation of Grant Guru over a 12 months period December 2023. • Undertake a review of Council Grant Programs to identify key areas of improvement, December 2023. • Implement recommendations from Review of Council Grant Programs June 2024. 	<ul style="list-style-type: none"> • The September 2023 Community Strengthening Grants Program was awarded in November 2024, with 13 applicants receiving a total of \$78,102.50. During 2023-24, an evaluation of the Community Strengthening Grants program led to a transition to a continuous single round in response to the launch of the Berrybank Community Grants Program. • Council successfully delivered the Berrybank Wind Farm Community Grants in May 2024, with nine applications received and assessed by the Berrybank Wind Farm Community Grants Committee in June, announcement to be delivered in July 2024. • Council Officers conducted a thorough review of the GrantGuru system and compared it to other service providers. The evaluation concluded that GrantGuru offers a superior suite of features, making it the most suitable system for managing Council's grant programs. • A comprehensive review of Council's Community Grants Programs was completed in February. The resulting report, presented to the Senior Management Team, outlined recommendations for future program delivery, aiming to optimise their effectiveness in supporting the community. Council also proposed a set of recommendations for the Berrybank Wind Farm Community Grants Program. These recommendations were well-received and subsequently approved by Berrybank Wind Farm in March 2024. The program guidelines have been updated to reflect these enhancements. 	100%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
1.3 COMMUNITY PARTICIPATION, ENGAGEMENT AND OWNERSHIP	<p>→ Implement the Community Planning Program and deliver six community plans each year.</p>	<ul style="list-style-type: none"> Development and launch of the Community Online Directory by October 2023. Finalise the Community Planning Program toolkit and resources and ensure availability to communities on Councils website September 2023. Continue to support community capacity building through a minimum of 6 training and development opportunities across the financial year. Evaluate and report on the delivery of the Community Planning Program Action Plan 2021-2024. 	<ul style="list-style-type: none"> The community online directory was successfully launched in February and is now live, with an initial signup of 50 participants. Across Quarter 4, Council Officers have commenced preparing a report to Council for the future maintenance and costs associated with the Community Directory. Council Officers have finalised the Community Planning Program toolkit and resources, making them readily available for community use on the Council website. Over the 2023-24 reporting period, the community Planning program successfully engaged Cape Clear/ Illabarook/Rokewood Junction, Mannibadar, Bannockburn, Meredith, Linton and Garibaldi in the program all six towns successfully completed their plans and received \$10,000 in seed funding for the implementation of their plans over the next 4 years. A concise infographic report or presentation summarising the Community Planning Action Plan (CPAP) is being developed by Council Officers for a Councillor briefing in August 2024. Completion is anticipated by the end of 2024. 	100%
1.3 COMMUNITY PARTICIPATION, ENGAGEMENT AND OWNERSHIP	<p>Y3 1.3.2 Provide and activate spaces and develop opportunities for communities to connect and participate</p>			100%
1.3 COMMUNITY PARTICIPATION, ENGAGEMENT AND OWNERSHIP	<p>→ Promote participation and community activities through the provision of a network of fit-for-purpose Council facilities.</p>	<ul style="list-style-type: none"> Review and implement policies that promote access to the activation and utilisation of community facilities. Deliver maintenance checks and works to ensure facilities are fit for purpose. Undertake a data collection and analysis to inform assessment of future community facility needs or rationalisation. 	<ul style="list-style-type: none"> Council Officers continued to execute Council's annual facility maintenance program. Budgets have been finalised, and planning for the 2024-25 financial year has begun. Notable key works completed in 2023-24 include: <ul style="list-style-type: none"> External and internal painting of Bannockburn Victoria Park (oval 2) changerooms and pavilion External painting of Woody Yaloak Recreation Reserve (Stage 1) Public toilet painting upgrades in Meredith Bunjil/Maude Lookout Water Connection completed Ross Creek Court and property boundary drainage improvements Woody Yaloak Equestrian Centre internal road upgrade Maintenance requests and improvements at Council facilities are continuously addressed to ensure they remain fit for purpose. Data collection and analysis to inform future community facility needs has occurred with Council contributing to the G21 Football (Soccer) Strategy and development of the Tennis Victoria Barwon Tennis Strategy. These regional documents include assessments and recommendations for facilities within Golden Plains and the broader G21 Region, aiming to enhance participation opportunities and improve access for all. 	100%
1.3 COMMUNITY PARTICIPATION, ENGAGEMENT AND OWNERSHIP	<p>→ Support and empower community volunteers and committees in managing public spaces/ places and accessing funding opportunities.</p>	<ul style="list-style-type: none"> Lead and deliver Consumer Affairs Training Program for council delegated management entities. Continue to support community volunteers in the maintenance and enhancement of open spaces and streetscapes. 	<ul style="list-style-type: none"> In May 2024, two Incorporated Associations Governance Workshops were facilitated by Council in partnership with Regional Sports Assemblies Leisure Networks and Sports Central and Harwood Andrews Solicitors. The sessions focused on Consumer Affairs model rules, implementing and managing constitutions and committee members responsibilities and requirements. 30 people from a variety of entities attended. Council Officers continue to support the management entities responsible for community facilities and open space areas. This included collaborating with the community to advance plans and designs for the following locations: <ul style="list-style-type: none"> Shelford Play Space Sutherlands Creek Tennis Club Bannockburn Bike Park Teesdale Turtle Bend Site Development Plan (BMX, Skate and Play Space Upgrades, Open Space improvements) Rokewood Recreation Reserve Landscape Plan Smythesdale Public Gardens Improvement Works (Drainage, Signage and Street Furniture) Maude Community Hub Council's Environment and Open Space Maintenance teams provided support to: <ul style="list-style-type: none"> Batesford Landcare Group with weed control and planting projects at Moorabool Reserve. Linton Progress Association: Edinburgh Reserve maintenance and planning for future works to adjacent creek site. Bannockburn Beautification streetscape gardens assistance with watering, plant supply and species selection advice; Ross Creek Landcare Group with ecological burns, weed control. Turtle Bend and The Bannockburn Heart ongoing rectification of vandalism and removal of graffiti to picnic area assets; delivering on key Moorabool River Reserve Master Plan actions - sought and awarded funding to progress the Moorabool River Reserve Master Plan to 'shovel ready'. Greenlinks State Government funding to progress weed removal and control at the Moorabool River Reserve; Kitjarra-dja-bul Bullarto langi-ut funding to prepare a site management plan that integrates Traditional Owner values and management techniques, and Kitjarra-dja-bul Bullarto langi-ut funding to progress the design and documentation of key access and community assets within the reserve. Ongoing maintenance of the Rail Trail, playgrounds, and sporting precinct ovals. 	100%
1.4 VALUING COMMUNITY DIVERSITY AND INCLUSION	<p>Y3 1.4.1 Value and provide inclusive opportunities for residents of all ages, genders and abilities to meaningfully participate in community life</p>			89%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
1.4 VALUING COMMUNITY DIVERSITY AND INCLUSION	→ Continue to deliver on the actions from the Active Ageing and Inclusion Plan 2020-2024.	<ul style="list-style-type: none"> Complete any outstanding actions in the 2020 - 2024 Active Aging and Inclusion Plan and initiate development of final report. Develop project plan to deliver the new Active Aging and Inclusion Plan. Recruit and onboard Active Aging and Inclusion Advisory Committee members. Recruit and onboard to internal Active Aging and Inclusion working group. 	<ul style="list-style-type: none"> Actions under the Active Ageing and Inclusion Plan 2020-24 continued to be delivered. As the plan nears its conclusion, a review and report will be developed in 2024-25. Data for the Draft Disability Action Plan was collected through the Have Your Say initiative, including 156 completed surveys, 38 workshop attendees, 15 service providers engaged, and consultations with 241 Advisory Committee members and staff. The Draft Disability Action Plan Strategic Framework was finalised and presented to Council, in June. The draft document was adopted for public exhibition and is available for public feedback until the end of July. Active Ageing and Inclusion Advisory Group reviewed the Terms of Reference and became a formal Advisory Committee to Council. A successful EOJ process onboarded 5 new committee members and chairperson appointed in November 2023. The group continues to meet quarterly. Meeting for Quarter 4 extended to July allowing for facilitated training to occur. The internal Active Aging and Inclusion working group has ceased, which reporting completed by identified department leads. 	100%
1.4 VALUING COMMUNITY DIVERSITY AND INCLUSION	→ Demonstrate leadership on gender equity and promote respectful relationships.	<ul style="list-style-type: none"> Continue to deliver partnerships, programs, activities, spaces and education through the implementation of the Gender Equality Act 2020. Build capability of internal Gender Equality Champions. Implement an internal program to undertake Gender Impact Assessments across Council Business Units. 	<ul style="list-style-type: none"> An internal review of the Council's Gender Equality Champions program has been delayed due to staffing deficiencies. The findings and recommendations for GIA implementation, initially scheduled for presentation in June 2024, have been deferred to December 2024. Resulting in this action reflecting a delayed status. Council remains committed to fostering gender equality within the organisation, evidenced by: <ul style="list-style-type: none"> Staff training: Equipping staff with the knowledge and skills to advance gender equality within their roles. Recruitment practices: Ensuring a balanced gender representation in the recruitment process. Communication and policies: Utilising gender-neutral language in all official communications, policies, and procedures. 	80%
1.4 VALUING COMMUNITY DIVERSITY AND INCLUSION	→ Promote and encourage activities that build awareness of gender diversity and support inclusion for LGBTQIA+ communities.	<ul style="list-style-type: none"> Implement recommendations from Council's Rainbow Ready Audit. Develop an LGBTQIA+ action plan. 	<ul style="list-style-type: none"> Development of an LGBTQIA+ action plan has been delayed. Working group discussions schedule to occur in early 2024-25 to develop a project and engagement plan. This action reflects a delayed status for 2023-24. Council continues its commitment to building a workplace that celebrates diversity and inclusion. This is achieved this by: <ul style="list-style-type: none"> Utilisation of Learning Management System (LMS) platform to provide ongoing educational resources on diversity and inclusion topics. Offering confidential support and resources through our Employee Assistance Program (EAP). Maintaining up-to-date policies and procedures that promote a fair and inclusive work environment. Regularly sharing information and updates through our internal communications platform, utilising a multi-channel approach to promote Council events internally and externally. 	75%
1.4 VALUING COMMUNITY DIVERSITY AND INCLUSION	→ Realise and promote the potential of young Golden Plains Shire residents.	<ul style="list-style-type: none"> Delivery of programs at the Golden Plains Youth Hub including partnership development for new service provision. Development and implementation of a program of Shire-wide youth activities and events. Delivery of the Youth Development Action Plan. Development of the Municipal Early Years Plan and implementation. Continuous engagement between the Active Ageing and Inclusion and Health, Wellbeing and Youth teams to ensure access and support to families and children across the early years programs is provided. Identify inter-generational program opportunities. Support programs and activities that reduce the effects of climate change on positive health outcomes. 	<ul style="list-style-type: none"> Golden Plains Youth Hub sees the delivery of regular drop-in, FReeZa and Youth Council meetings, Y-Art and Youth Work Readiness training, with 989 Young people attending programs at the Golden Plains Youth Hub across 2023-24. Across Quarter 4 highlights include: <ul style="list-style-type: none"> 148 young people participated in ongoing Youth Hub programs throughout the school term 4 FReeZa meetings and 1 workshop were conducted with 27 participants 3 attendees represented FReeZa at the Melbourne Summit during the April School Holidays The Youth Council held 4 meetings with 29 active members The Youth Development Team collaborated with Crime Prevention for the Careers Expo, to promote the FReeZa, the Youth Council, and the Youth Hub. 3 Youth Council members attended the June Council Meeting, dining with Councillors and observing the proceedings. The DASH partnership saw the opening of the Sensory Garden in May with 30 attendees The Momentum Church facilitated 3 Youth Hub sessions with 30 participants throughout the quarter The implementation of a Shire-wide youth activities and events program continues, as demonstrated by the April School Holidays, which featured 3 local activities and 3 excursions outside the Shire, attracting a total of 52 participants. Additionally, 65 youths engaged in the FReeZa BMX Workshop held in Bannockburn. The Youth Development Action Plan facilitates a range of youth programs. The plan prioritises creating opportunities and pathways for young people, fostering community connections, and empowering youth to influence the development of future communities. Over 3,500 young people were engaged in programs, activities and events across the 2023-24 reporting period. Children's Services collaborates with the Community Development Team to promote and participate in programs for families and children. Healthy eating is consistently encouraged across all areas of Children's Services, including Maternal and Child Health, Family Day Care, and Kindergartens. Council continues to identify inter-generational program opportunities, highlights include the Delivery of Council's first Intergenerational Social Outing between Youth and AA&I to Hosier Lane in Melbourne in September 2023. Council's commitment to promoting positive health outcomes through climate-friendly practices is exemplified by the Reusable Products Rebate Program, the program concluded on the 30th of June. 274 applications were received, 223 residents received rebates that met the eligibility requirements totalling \$7,245.25. 	100%

LIVEABILITY '23/24

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)	
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	Y3 2.1.1 Maintaining and improving our road and bridge networks			100%	
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT		Advocate for further investment in roads infrastructure.	<ul style="list-style-type: none"> Continue to advocate for VicRoads projects, Black Spot funding, Regional Roads Victoria and other funding opportunities. Advocate for improvements/duplication of the roads from Bannockburn to the Geelong Ring Road. Deliver of road safety improvements Sebastopol-Smythesdale Road, through the Local Roads and Community Infrastructure Program. Deliver on various drainage projects through the Local Roads and Community Infrastructure Program including Common Road Inverleigh, Glen Avon Road, Bannockburn and Lowndes Road, Bannockburn. Widening of Kopkes Road, Haddon and Mt Mercer Road, Dereel through the Roads to Recovery program. 	<ul style="list-style-type: none"> An application for Black Spot funding was submitted in Quarter 3. Notification of Success for Gumley Road valuing \$1.9m was received in Quarter 4. Design will now proceed in 2024-25 with works to be completed by June 2025. Due to recent Department of Transport (DTP) restructuring, Council Officers were unable to meet with DTP representatives this quarter to advocate for improvements or duplication of roads leading from Bannockburn to the Geelong Ring Road. Council will continue pursuing this initiative. Road safety improvements to Sebastopol-Smythesdale Road are now planned for Quarter 1 2024-2025, this project is funded through the Local Roads and Community Infrastructure Program (LRCI). The widening of Kopkes Road, Haddon is complete. This project was funded through the Roads to Recovery Program. The design for Mt Mercer Road, Dereel is complete. Construction is scheduled for the 2024-25, with funding for this project coming from the Roads to Recovery program. Installation of culverts across Meredith-Shelford Road is now scheduled for Quarter 1 2024-25. Funding is provided through the Roads to Recovery program. Widening of Slate Quarry Road, Meredith has been completed in Quarter 3, project was funded under the LRCI Phase 4 Program. Flood studies for drainage projects in Inverleigh and Bannockburn were completed in Quarter 3. Further modelling and functional design commenced in Quarter 4. Council advocates for future roads and infrastructure investments, exemplified by securing a resealing program which features \$11.74m in funding for Council over the next 5 years through the Roads to Recovery program. 	100%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT		Implement Council's road and bridge upgrade programs.	<ul style="list-style-type: none"> Deliver Milton Street kerb and channel, drainage and carpark improvements. Deliver Haddon School Road - Racecourse Road intersection upgrade. Deliver Henderson Bridge, Bamganie bridge replacement. Installation of guard rails and bridge renewal from condition inspections as per the Bridge Renewal Program. 	<ul style="list-style-type: none"> Milton Street Kerb and Channel and Haddon School Road Intersection: Planning for the delivery of these capital program projects is ongoing. Design work for both Milton Street Kerb and Channel and the Haddon School Road Intersection is currently underway. Tendering for the projects is anticipated in early 2024-25. Hendersons Road Bridge, Bamganie: A successful funding application was submitted through the Bridge Renewals program for the Hendersons Road Bridge in Bamganie. Following positive notification on the application, the project was tendered, awarded, and construction commenced in Quarter 3. The project was completed in Quarter 4. Bridge Renewals 2024-2025: A new funding application was submitted in Quarter 2 for bridge renewals planned in the 2024-25 financial year. These bridges are located on Wurrook Road, Rokewood and Wilgul-Werneth Road, Werneth. Council is awaiting notification on the application's status. Bridge Condition Assessment: The scheduling of bridge condition assessments has been revised to take place in 2024-25 Guardrail replacement projects: Locations were quoted and approved to commence in Quarter 4, work due to be completed in early 2024-25. 	100%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	Y3 2.1.2 Advocate and plan for safe pedestrian, cycling and recreation paths and trails that reduce reliance on vehicles			100%	
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT		Continue to priorities and implement path and trail improvements to promote safe, active transport.	<ul style="list-style-type: none"> Preparation of path assessment to identify off-road cycling and walking options. Implementation of recommendations from Council's Tracks and Trails Strategy. Design and delivery of new footpaths in townships as per 2023/24 capital works program. Maintenance of Council's network of footpaths and trails, including the paths constructed from concrete, asphalt and gravel including all signage, drains and bollards. 	<ul style="list-style-type: none"> The Track and Trails Strategy was adopted by Council in February 2024 following a period of public exhibition. To further support the activation and increased use of Council's trail networks, draft promotional materials and trail maps have been developed. Feedback has been provided on the drafts, with final online and print versions to be adopted early in the new financial year. Officers finalised expenditure of the 2023-24 Trails budget, with funds allocated to connecting pathing and street furniture between the existing Bannockburn Skate Park and new skate bowl. Funding from Flexible Local Transport Solutions Program was received \$101k towards new footpath works in Lethbridge. Key priorities identified within the Tracks and Trails Strategy continue to be reviewed. Several recommendations relating to trail upgrades or improvement works have been assessed against Council Capital Assessment Tool, to identify potential additions to the Priority Project Pipeline for future advocacy or funding. All footpath programs, maintenance, renewal and upgrades have been completed. New programs have been developed and scheduled to commence in late 2024. 	100%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	<ul style="list-style-type: none"> Investigate sites and advocate options to allow safe pedestrian, cycling and recreation paths and trails. 	<ul style="list-style-type: none"> Development and implementation of Footpath Strategy 2023-2033. Investigate and advocate for pedestrian crossings in townships, including safe road crossings at school and school bus drop-off points and shared paths and trails. Explore rural paths connecting townships, including further investigation of a Teesdale to Bannockburn path. 	<ul style="list-style-type: none"> The community consultation period for the Footpath Strategy 2023-2033 concluded in Quarter 2. The draft report was endorsed by Council in Quarter 4, with public engagement on the final plan commenced in Quarter 4. Adoption of the report is anticipated in Quarter 1 2024-25. While funding applications submitted through the Transport Accident Commission (TAC) for pedestrian crossings in Smythesdale, Inverleigh, Rokewood, and Teesdale townships were unsuccessful, installation of crossings in Rokewood and Teesdale remains on track for Quarter 1 2024-2025. Pedestrian crossings identified within the Northern Streetscape concept plans will be considered as part of the detailed design documentation and community and stakeholder engagement process. The Department of Transport will be collaborating with Council to identify road safety projects in Quarter 4. Following adoption of the Tracks and Trails Strategy by Council in February 2024, opportunities for advocacy and improvements to trail infrastructure will continue to be scoped. Development of a brochure (print and online) to promote Golden Plains Tracks and Trails is occurring for distribution Customer Experience locations and tourist outlets. 	100%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	<p>Y3 2.1.3 Continue to advocate and explore transport options across the Shire</p>			100%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	<ul style="list-style-type: none"> Advocate to State and Federal Governments for improved public transport infrastructure and connected services. 	<ul style="list-style-type: none"> Continued advocacy for the extension of Ballarat's public bus network to townships in shire's north including Smythesdale, Smythes Creek and Haddon. Continued advocacy for a more frequent bus services on the Gelong bus network from the city to the growing towns of Bannockburn, Inverleigh and Teesdale. Continued advocacy for the reinstatement of passenger rail from Bannockburn to Geelong. 	<ul style="list-style-type: none"> Following the cancellation of the Commonwealth Games, the joint Project Working Group (PWG) established by Council's and the Committee for Ballarat has been discontinued. Council is maintaining ongoing communication with both State and Federal representatives to advance this important initiative. Council Officers continue to advocate with the Department of Transport for a more frequent bus services on the Gelong bus network from the city to the growing towns of Bannockburn, Inverleigh and Teesdale. Council remains committed to advocating for the reinstatement of passenger rail services between Bannockburn and Geelong, along with advocating for more public transport aligned to the activation of the Bannockburn South Precinct. 	100%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	<ul style="list-style-type: none"> Implement recommendations from the Shire wide Department of Transport Study. 	<ul style="list-style-type: none"> Explore funding opportunities to progress the recommendations as identified within the Department of Transport Study report received in the 2022/23 reporting period. 	<ul style="list-style-type: none"> The review of action items identified in the Department of Transport's (DoT) Connections study is ongoing, as the document will assist in supporting future funding opportunities. In conjunction with the development of Disability Action Plan 2025-29, Community Vision Refresh and Council Plan 2025-29, efforts to identify and prioritise further public transport advocacy initiatives will continue. Notability report outlining findings and recommendations specific to community bus services has been prepared and will be presented to the Senior Management Team (SMT) in earlier 2024-25. 	100%
2.2 SUPPORTING HEALTHY AND ACTIVE LIVING	<p>Y3 2.2.1 Provide, maintain and advocate for sustainable and accessible facilities that promote and enable healthy recreation, physical activity and social connection</p>			100%
2.2 SUPPORTING HEALTHY AND ACTIVE LIVING	<ul style="list-style-type: none"> Continue to progress Council's Play Space and Sport and Active Recreation Strategies. 	<ul style="list-style-type: none"> Develop a Service Level Provisions Plan and Priority Project Assessment Tool. Continue to seek funding for recreation and community projects that have been identified for implementation. Consider sites for future Play Space upgrades and further consult regarding the future decommissioning of play spaces. Continue to maintain and strengthening relationships, collaborations and actively participating in regional and state recreational and sporting partnerships. 	<ul style="list-style-type: none"> Council Officers have finalised the development of a capital assessment tool and priority project pipeline. These tools will allow Council to consistently assess projects and prioritise them based on scoring against a set criteria, guiding future direction, advocacy and investment in project planning, design, and then delivery. Council continues to seek funding for identified recreation and community projects and evaluates sites for future Play Space upgrades. Key highlights include: <ul style="list-style-type: none"> Council Officers successfully implemented the Play Space Strategy in Quarter 3 with the recent completion of the Lethbridge Play Space upgrade. This \$400,000 project, co-funded by a \$200,000 State Government Living Local grant, features a new nature play area and social infrastructure elements. Council Officers finalised designs for a Shelford Play Space Upgrade, following a concerted initiative by the community. These plans consider site constraints, cultural heritage and land overlays, and respond to the needs and wants of the community. The community (and DEECA Committee) can now use these plans to advocate for external funding support, knowing they have accurate and current cost estimates inclusive of all potential site considerations. Planning for the future development of both play space and youth recreation areas (BMX/Skate) at Turtle Bend Reserve in Teesdale is continues. Following the conclusion of the initial community consultation process, the lead consultant has commenced work on a draft plan which will be presented to key stakeholders and the wider community for consideration and feedback prior to final changes and adoption in early 2024-25. Construction of the Inverleigh Active Youth Space is progressing towards completion, with only minor elements and landscaping remaining. Council continues to work closely with funding partners and community to complete this project, and have agreed to add additional components following a financial contribution by the Inverleigh Progress Association. Completion of final furniture and shelter works at the Lethbridge Play Space Upgrade occurred in early June 2024 and a formal opening photo opportunity occurred at the site with Michaela Settle MP. Council Officers actively engaged in regional "Change Our Game" workshops to further the development of a Fair Access Policy across Quarter 3. 	100%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
2.2 SUPPORTING HEALTHY AND ACTIVE LIVING	<p>→ Prioritise, advocate and plan for upgrades, new community recreational facilities and rationalisation of existing facilities.</p>	<ul style="list-style-type: none"> Identify facilities that may be appropriate for funding opportunities in alignment with the principles in the Play Space Strategy, Sport and Active Recreation Strategy and Community and Social Infrastructure Plan. Consider Growth planning and future provision, including female friendly and universally accessible facilities. 	<ul style="list-style-type: none"> In Quarter 4 Council applied for external funding under the State Government's 'Play our Way' program to provide competition standard netball court lighting for a local level facility at Linton Recreation Reserve. This included an upgrade of an existing shelter to become a storage and office space. If successful, this project will allow for equitable scheduling of female sport and increase scheduling and participation opportunities. Council was also made aware of the outcome or submitted several funding applications. Those specific to recreation and community facilities included: <ul style="list-style-type: none"> Don Wallace Female Friendly Changeroom Upgrade: A \$1.5 million application was submitted under the Federal Government's Growing Regions Fund. Unfortunately, Council was unsuccessful this round. It appears that no funding was allocated in our region and the grant pool was reduced by up to 30%. Council will continue to explore options to deliver this project moving forward. Smythesdale Public Gardens Upgrade: Council applied for \$100,000 under the State Government's Council Support Program. Council was successful in receiving the funding applied for. This funding combined with a \$20,000 Council contribution, will address key priorities outlined in the recently developed Smythesdale Public Gardens Masterplan. Woody Yaloak Netball Tennis Court Upgrade: An application for \$700,000 was submitted under the State Government's Regional Community Sports Infrastructure Fund. If successful, this funding, along with a \$200,000 Council contribution, will be used to replace the existing courts with two new, compliant netball and tennis courts meeting local-level competition and training requirements. Council is awaiting the outcome of this application which is expected in July 2024. As part of Council's planning, designing and costing for future opportunities: <ul style="list-style-type: none"> The Woody Yaloak Equestrian Centre Facility Planning Project has progressed, and officers will now look to prioritise projects and advocate for funding support. Council completed schematic designs for an upgrade of the tennis courts at Sutherlands Creek and have distributed these for final endorsement from community and key stakeholders. A draft landscape design plan has also been developed to plan for and seek funding to complete peripheral and supporting landscaping and social/street furniture at the Rokewood Recreation Reserve as part of or following the construction of the Rokewood Community Hub and Pavilion Upgrade. In the last quarter, Council (or Contracts Committee) awarded tenders for the Woody Yaloak Recreation Reserve Lighting, Teesdale Don Wallace Oval Upgrade and Rokewood Community Hub. Construction on the Woody Yaloak Recreation Reserve Lighting Upgrade Project commenced in June and programs are being developed for the Don Wallace Oval Upgrade and Rokewood Community Hub. Following extensive community consultation, Council adopted the Fair Access Policy in June 2024. The policy is designed to ensure equal opportunities for women and girls to fully participate in and benefit from community sports, providing fair access to local facilities. Adopting the Policy is also a prerequisite for eligibility for any future State Government funding. 	100%
2.2 SUPPORTING HEALTHY AND ACTIVE LIVING	<p>Y3 2.2.2 Programs, initiatives and services to promote optimal health and wellbeing, including physical activity, healthy eating, mental health and social connection</p>			100%
2.2 SUPPORTING HEALTHY AND ACTIVE LIVING	<p>→ Facilitate healthy and active living by supporting low cost, place-based recreational activities.</p>	<ul style="list-style-type: none"> Work with clubs, committees and volunteers across the municipality to deliver 'Come and try days' and activation events which support low cost, place based recreational activities to promote inclusion, participation and connection. Delivery of the Active Golden Plains program. Delivery positive ageing activities across the municipality. 	<ul style="list-style-type: none"> Whilst no direct Council programs were facilitated during Quarter 4, planning for the 2024-25 Active Golden Plains program has commenced. Council has supported the ongoing delivery of the program with allocation of \$10,000 in the 2024-25 budget. Internal discussions have commenced to build on the 118 sessions facilitated across September and October 2023. Council continues to deliver positive ageing actives across the municipality highlights include: <ul style="list-style-type: none"> Supporting the Woody Yaloak Warriors with their annual carnival event in Smythesdale, with temporary lighting. Facilitating meetings with Bannockburn and District Men's Shed and Bannockburn Scout Group in support of expanded or new facility options. Delivery of the World Elder Abuse Awareness Day Event in partnership with Seniors Rights Victoria in June, with 30 participants in attendance. Engaging of Linton and Dereel Mens Sheds to participate in the Safe Home Project for our World Elder Abuse Event. Successful delivery of the Wiser Driver Course held in Bannockburn, with 14 participants actively attending the 4 sessions. Two Escape the Cold events were held, with 15 participants in the Meredith event and 20 in the Linton event. 	100%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
2.2 SUPPORTING HEALTHY AND ACTIVE LIVING	→ Support and build capacity of community groups, clubs and committees to activate recreation facilities.	<ul style="list-style-type: none"> • Work with sporting clubs, Men's Sheds, interest groups, Committees of Management to build capacity. • Continue to work with sporting clubs, Men's Sheds, Social and interest groups, Committees of Management to advocate for safe and equitable participation opportunities for all. 	<ul style="list-style-type: none"> • Council Officer continue to attend management entity meetings and provide guidance to volunteers to enhance the management and activation of community spaces, thereby increasing participation and physical activity. This support encompasses face-to-face volunteer training focused on improving governance, facility operations, and access for women and girls, as well as offering tailored advice to assist individuals in their roles. Actions include: <ul style="list-style-type: none"> • Hosting two community workshops on the State Governments Fair Access Policy which is being implemented as part of the 'Change our Game' Program by Council's. 30 people attended April workshops in Bannockburn and Smythesdale which were delivered in partnership with our Regional Sports Assemblies. Following the adoption of the Policy, Council Officers will work with community sporting clubs and local leagues to embed the policy and ensure women and girls are provided equitable access to facilities in future. • Working with the community working group established to manage the Lethbridge Railway Station, which Council will assume responsibility for upon completion of VicTrack's upgrade works. The group is initiating the incorporation process to facilitate a direct management agreement (sub-lease) with Council in the coming financial year. • Working with a new management entity being formed to manage and activate Linton Community Hub - this group will hold a single management agreement (replacing the 3 separate ones that were previously in place) and contribute to the operational costs for the facility. • Council has been successful in securing the Berrybank Wind Farm Senior Citizens Grants Program, a non-competitive grant initiative commencing in July 2024, and will provide continued funding for Meredith, Inverleigh, Smythesdale, Rokewood (Leigh), and Woad Yallock (Golden Woody) Senior Citizens groups. This program extends the support previously offered through State Government HACC PYP subsidies. This funding has been secured for a 6-year period from 2024-2030, \$15,000 per year (total \$90,000) being dispersed to under a non-competitive grants program round every 3 years. 	100%
2.2 SUPPORTING HEALTHY AND ACTIVE LIVING	→ Support programs, initiatives and partnerships that promote and advocate for healthy eating and social connection.	<ul style="list-style-type: none"> • Provide education and training to schools, community groups, sporting clubs and workplaces surrounding healthy eating, drinking and access to nutritious foods. • Review and support food security programs, community projects, activities, spaces and measures. • Support programs and activities that reduce the effects of climate change on positive health outcomes. • Identify and deliver inter-generational program opportunities. 	<ul style="list-style-type: none"> • Council finalised the extended Webinar series in March 2024, this program was successfully delivered to over 200 participants over its duration. Across the Quarter 4 reporting period, Council delivered 4 face-to-face workshops in Bannockburn, Smythesdale, Dereel with food guru Craig Castree as well as one online session with over 120 participants attending across the sessions. • Council continues its collaboration with Sustain on food security programs. A Food Survey was conducted in January/ February followed by an in-person food forum on in March, attracting 45 attendees who provided valuable input for the development of a Food Network action plan. Council and Sustain conducted an Expression of Interest process in March to identify Food Network members, and appointed 15 representatives from the agriculture, community, business and community service organisations who will develop a 2-year action plan over the next 3 months. • An intergenerational opportunity was created with Children's Services and Community Inclusion through decorating a wooden house piece from the Home Safe Project, built by the Linton Men's Shed. Further initiatives are being planned for Seniors Week. 	100%
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	Y3 2.3.1 Identify areas across the Shire that balance future urban growth whilst maintaining rural and township character			100%
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	→ Continue advocacy and planning to consider and accommodate for a variety of living options, including maintaining and improving rural and township character and the provision of affordable and social housing.	<ul style="list-style-type: none"> • Finalise the Growing Places Strategy which will clearly identify those locations which can accommodate growth of various types, and in doing so protect the valued character of smaller townships. • Continue to work with the Victorian Planning Authority in finalising the Bannockburn South East Precinct Structure Plan which will provide targets for social and affordable housing options. • Progress the Bruce's Creek West amendment, which also seeks to provide targets for social and affordable housing options. 	<ul style="list-style-type: none"> • Preparation of the final Growing Places Strategy is complete and will be presented in August 2024. The strategy seeks to identify appropriate locations for municipal growth for all land uses to 2050 and beyond. • The Victorian Planning Authority (VPA) is progressing the Bannockburn Southeast PSP, with public exhibition anticipated in late 2024 or early 2025. Council is actively advocating to secure a minimum 6.5% social and affordable housing contribution within the PSP. Council is negotiating similar social and affordable housing targets as part of other rezoning applications in Bannockburn. • Small lot housing code is likely to be included in the Bannockburn SE PSP and Bruce Creek West, this will allow for some smaller, more affordable housing and provides a diversity in housing. 	100%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	→ Continue Strategic Land Use Planning that identifies suitable areas for potential growth.	<ul style="list-style-type: none"> Assess Cambrian Hill Precinct Structure Plan. Finalise Growing Places Strategy. Finalise Shire Wide Development Contributions Framework. Finalise Teesdale Flood Study. Work with Victorian Planning Authority to finalise the Bannockburn SE PSP. Work with proponents to assess and process amendments to rezone land. Prepare a Shire Wide Open Space Strategy. 	<ul style="list-style-type: none"> The Cambrian Hill Precinct Structure Plan (PSP) proposal was unsuccessful through the Development Facilitation Program. Council continues to provide guidance and feedback surrounding the unsuccessful application and will continue to support the developer during the development of the PSP. Preparation of the final Growing Places Strategy is underway and a draft will be presented to Council in August. Council continues to focus on the management of Development Contributions, with the finalisation of implementation plan and governance structure reports, with a Committee and Terms of Reference to be implemented internally to manage the creation and collection of Development Contributions. Council continues to work with the Victorian Planning Authority on the development of the Development Contributions Plan Overlay for the Bannockburn South East Precinct Structure Plan. Amendments C102gpla (Planning Scheme Review) is being exhibited end of June to end of July. C104gpla (Teesdale Flood Study) will be exhibited either immediately before or immediately after the Council caretaker period. Council Officers continue to work with Victorian Planning Authority to finalise the Bannockburn South East PSP. Council Officers continue to work with proponents to assess and process amendments to rezone land, this includes Industrial and Commercial land in Gheringhap. Council Officers are considering the drafting of an Urban Design Framework for the Bannockburn Town Centre. 	100%
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	→ Manage planning applications, subdivisions and implement planning controls in accordance with the Planning Scheme.	<ul style="list-style-type: none"> Continue to facilitate orderly and proper planning outcomes for the municipality. Aim to achieve 80% of applications within 60 days and 90% of VicSmart applications within 10 business days. 	<ul style="list-style-type: none"> Council received 70 applications in the fourth quarter and determined 67 applications valued at \$17,000,000. Council Officers determined 71% of applications within 60 days and 92% Vic Smart permits within 10 business days. 	100%
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	Y3 2.3.2 Ensure and provide infrastructure to accommodate and service existing and developing communities across the Shire			100%
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	→ Considering planning and rezoning amendments that provide a diversity of land use to support and service liveability and growth including commercial, industrial, rural and residential land.	<ul style="list-style-type: none"> Finalise the Growing Places Strategy which seeks to provide growth fronts for all land uses within the municipality. Nominate Meredith township to be the next township sewered by Barwon Water. 	<ul style="list-style-type: none"> Preparation of the final Growing Places Strategy is complete and will be presented in August 2024. The strategy seeks to identify appropriate locations for municipal growth for all land uses to 2050 and beyond. Council Officers continue to work with the Development Facilitation Program (DFP) to progress the rezoning of Industrial land (extension of Bannockburn Industrial Estate) and continues to progress rezoning applications to increase the residential offering across the municipality. Council Officers continue to advocate for the Meredith township to be the next township sewered by Barwon Water. 	100%
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	→ Continue to advocate for and provide new and upgraded infrastructure projects across the Shire that create liveability.	<ul style="list-style-type: none"> Planning and delivery of capital upgrades for: <ul style="list-style-type: none"> Bannockburn Victoria Park Changeroom Upgrade Bannockburn Skate Bowl Inverleigh Active Youth Space Lethbridge Play Space Linton Oval Upgrade Rokewood Community Hub Design and delivery of infrastructure works outlined in Council's Capital Works Program. Design and delivery of drainage improvement projects as per the drainage program identified in Council's 2023/24 budget. Prioritise and plan for key infrastructure actions identified within the Bannockburn IWM Plan. 	<ul style="list-style-type: none"> Progress on infrastructure projects includes: <ul style="list-style-type: none"> Widening of Cape Clear - Rokewood Road north and south sections is 100% complete. Widening of Henderson Road, Haddon is 100% complete. Improvements to parking areas in Meredith and Lethbridge at design stage with works to be completed by Quarter 1 2024-25. Bituminous Reseal program commenced in Quarter 2 and completed in Quarter 3. Gravel resheeting of unsealed roads commenced in Quarter 3 and completed in Quarter 4 Drainage upgrade works commence in Brady Road, Lethbridge in Quarter 2 and completed in Quarter 3. Design of drainage projects is progressing with works to be included in future programs. Progress on community projects includes: <ul style="list-style-type: none"> Bannockburn Victoria Park Changeroom Upgrade - Contractors Bowden Corp have made good progress and the netball pavilion is expected to be completed in September 2024. The football change refurbishment tender was released in June 2024 with works anticipated to commence following the 2024 football season. Bannockburn Skate Bowl - Construction contractor Independent Concrete Constructions Pty Ltd was appointed in December 2023. Works will commence in July 2024 following a sod turn with Christine Couzens MP. Inverleigh Active Youth Space - LJM Constructions commenced onsite works in March 2024 and have progressed ahead of schedule. Council will seek to enable public use of the facility (subject to funding partner approval) in July/August prior to final hard court surfacing works being completed - which are warm weather dependant. An official opening event will occur late in the 2024 calendar year. Lethbridge Play Space - Adventure Plus completed playground installation works in late 2023 and the nature play, and shelter components were completed in March/ April 2024. A photo opportunity to mark the project opening occurred with Michaela Settle in June 2024. Linton Oval Upgrade - Ground works, irrigation lines, sprinkler installation, drainage works, and the sand profile layer have all been completed. Oval peripheral works and shelter installation is also well advanced. Roll out turf will be installed in September/ October 2024 with a 3-4 establishment and maintenance period. Rokewood Community Hub - Detailed design processes were completed, and a public tender conducted. Lyons Construction was appointed as the successful contractor in June 2024 and the full delivery program will now be developed and communicated with stakeholders. The Barwon South West Climate Alliance (BSWCA) was awarded \$245,200 of grant funding to deliver the Resilient Community Assets Project. As a member organisation, GPSC will benefit from the evidence based outcomes to be considered as part of this project. The Project will focus on key community assets that councils own, manage or operate for communities. It will assess the resilience of these assets to climate change and extreme weather events, by re-confirming climate modelling and undertaking a high level vulnerability assessment. The Bannockburn IWM Plan is in final stages of completion. The report documents ideas to better manage the water cycle as Bannockburn grows, and provides an action plan to progress the ideas assessed. This is the first step in a long planning and development journey in IWM. 	100%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	<p>→ When planning for new communities, ensure social and community infrastructure and appropriate services are delivered and funded (in part) by Development Contributions.</p>	<ul style="list-style-type: none"> Finalise the Development Contributions Implementation Plan and progress with the creation of a Governance Structure internally to manage the creation and collection of Development Contributions. Continue to work with the Victorian Planning Authority on the development of the Development Contributions Plan Overlay for the Bannockburn South East Precinct Structure Plan. 	<ul style="list-style-type: none"> The Development Contributions Implementation Plan and Governance Structure reports have been finalised. A Development Contributions Committee and Terms of Reference will be set up internally to manage the creation and collection of Development Contributions. Council Officers continue to work with the Victorian Planning Authority on the development of the Development Contributions Plan Overlay for the Bannockburn South East Precinct Structure Plan and continue to secure Development Contributions for land proposed to be rezoned. 	100%
2.4 ATTRACTIVE AND WELL-MAINTAINED INFRASTRUCTURE AND PUBLIC SPACES by 30th Jun 2025	<p>Y3 2.4.1 Provide high quality public spaces and infrastructure</p>			80%
2.4 ATTRACTIVE AND WELL-MAINTAINED INFRASTRUCTURE AND PUBLIC SPACES by 30th Jun 2025	<p>→ Provide and advocate for safe and attractive design to preserve and improve rural and urban character of the townships across the municipality.</p>	<ul style="list-style-type: none"> Progress the Northern Streetscapes Framework Plan to detailed design documentation. Advocate for external funding for the Northern Streetscapes Framework Plan implementation. Implement Stage 2 of Bannockburn Recreation Precinct Open Stage Development and contribute to the development of the Open Space Strategy. 	<ul style="list-style-type: none"> External funding application through the Growing Regions fund was unsuccessful, and additional funding opportunities will continue to be sought as the project progresses. Despite delays, the Northern Streetscapes project has progressed to Request for Quote to develop the concept plans to detail design documentation. The response includes the requirement for the consultant to consult with community and key stakeholders throughout all stages of the design process to seek input and feedback on the deliverables. The contract is anticipated to be awarded to selected landscape architect, with design work commencing, in July 2024. Due to budget constraints, the Open Space Strategy (Strategic Planning department) is not proceeding at this time. This has had a direct impact on the effective and holistic delivery of the Open Space Maintenance Strategy (Open Space Maintenance department). Information that was to be assessed and documented as part of the open space (strategic planning) strategy, including the open space typology and hierarchy, future open spaces to be handed over to Council, community open space values, mapping of all existing and future open spaces, is required to directly inform the decision making criteria to determine levels of maintenance/ service in alignment with community expectations and values, attributed to our open spaces, shire wide. Currently the Open Space Maintenance and Strategic Planning departments are working together to develop a revised and combined request for quote in an effort to progress this work. Council Officers have completed stage 2 of the Bannockburn Recreation Precinct Open Stage Development, encompassing landscaping and street furniture installation. This project has been well received by key user groups and the broader community and will assist with ongoing activation of the precinct. 	80%
2.4 ATTRACTIVE AND WELL-MAINTAINED INFRASTRUCTURE AND PUBLIC SPACES by 30th Jun 2025	<p>Y3 2.4.2 Maintain the amenity and cleanliness of townships, roadsides and public spaces</p>			100%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
<p>2.4 ATTRACTIVE AND WELL-MAINTAINED INFRASTRUCTURE AND PUBLIC SPACES by 30th Jun 2025</p>	<p>↳ Service, maintain and renew assets to provide usable and attractive public spaces that support a variety of social and community uses and safety.</p>	<ul style="list-style-type: none"> • Provision of all township maintenance services in accordance with Council policy. This includes street beautification and upgrade works, roadside, parkland and recreation facility mowing, irrigation maintenance, horticulture maintenance, street sweeping, street furniture maintenance/ replacement, general litter removal and removal of graffiti. • Tree maintenance works on Council's local road network and managed land, to ensure community safety and in response to customer requests. • Commence development of the Open Space Asset Maintenance Strategy with a cross-Council collaborative approach, and in alignment with the findings of the Open Space Strategy. • Investigation opportunities for collaboration with Council's Natural Resource Management team to assist with management and maintenance activities within our natural reserves to improve the amenity and accessibility of these spaces for our community. • Complete furniture upgrades to Rokewood open space (between Gibb Street & Ferrars Street.) • Collaborate, support and advise community volunteers assisting with maintaining streetscape amenity. 	<ul style="list-style-type: none"> • The provision of all township maintenance services continues. This includes street beautification and upgrade works, roadside, parkland and recreation facility mowing, irrigation maintenance, horticulture maintenance, street sweeping, street furniture maintenance/ replacement, general litter removal and removal of graffiti as needed. • Council is committed to providing high-quality open spaces for our community. Across the reporting period the following maintenance and improvement activities have been undertaken: <ul style="list-style-type: none"> • Haddon Roundabout Upgrade: Landscaping improvements designed to enhance the visual appeal of the space while simultaneously reducing long-term maintenance requirements. • Inverleigh Picnic Area Addition: Two new picnic tables were installed in February near the Inverleigh Bakehouse. • Lethbridge Lakes Public Amenity: A new drinking fountain was installed at Lethbridge Lakes in January. • Haddon Community Centre: Renewal of garden beds at the carpark and entrance of the centre. • Turtle Bend Reserve: Replacement of bollards was noted in Quarter 4. • Smythesdale Historic Centre: Planting of garden beds occurred across Quarter 4. • Old Shire Hall: Renewal of bench seats. • Ongoing Maintenance: Open spaces and associated assets continue to receive regular service and maintenance within allocated budgetary resources. Council officers are constantly seeking innovative approaches to optimise efficiency and effectiveness in our maintenance practices. • Due to budget constraints, the Open Space Strategy (Strategic Planning department) is not proceeding at this time. This has had a direct impact on the effective and holistic delivery of the Open Space Maintenance Strategy (Open Space Maintenance department). • Furniture upgrades to the open space between Ferrars Street and Gibb Street Rokewood have been completed, this includes the replacement of dilapidated seats and picnic tables/ installation of new furniture, relocation of bins to rotunda, installation of new solar bins adjacent to toilet block and installation of new bench seat alongside creek walk. 	<p>100%</p>

SUSTAINABILITY '23/24

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
3.1 VALUING AND PROTECTING NATURE, CULTURAL HERITAGE AND THE ENVIRONMENT	Y3 3.1.1 Ensuring our native vegetation, ecosystems, flora and fauna and old growth trees are healthy and protected			100%
3.1 VALUING AND PROTECTING NATURE, CULTURAL HERITAGE AND THE ENVIRONMENT	→ Continue to implement and report on progress of Council's Environmental Strategy 2019-2027 and carry out works in line with Natural Reserves Management Plans.	<ul style="list-style-type: none"> Continue to implement and report on progress of Council's Environment Strategy 2019-2027, and carry out key actions identified within the Natural Reserves Management Plans. Advocate for additional resources to rehabilitate Edinburgh Reserve. Partner with Linton Progress Association to support works. 	<ul style="list-style-type: none"> Council continues to progress key actions identified within the Natural Reserves Management Plans. Council progressed an RFQ for the nature play space, picnic area and anabranch crossings to reach 'shovel ready' stage in Moorabool River Reserve. The work forms part of the funded project from CCMA for Kitjarra-dja-bul Bullarto langi-ut project priority activities. Activity will be implemented as part of the Moorabool River Reserve Master Plan. An internal review of the Environment Strategy has been deferred to 2024/25. Minor revegetation works at Edinburgh Reserve will commence once Environment Team is authorised. The Environment Team has invested heavily in enhancing understanding of cultural heritage permit requirements for revegetation works near waterways to ensure Council works are in accordance with the Aboriginal Heritage Act. Cultural heritage inductions and permits have been arranged with WTOAC for future planting and restoration works at both Barwon Leigh junction and Moorabool River Reserve. 	100%
3.1 VALUING AND PROTECTING NATURE, CULTURAL HERITAGE AND THE ENVIRONMENT	→ Preserve and protect native vegetation and assess potential environmental impact of new developments within the municipality.	<ul style="list-style-type: none"> Proactively work to ensure compliance with environmental legislation and best practice guidelines to protect and conserve vegetation. 	<ul style="list-style-type: none"> Council Officers work closely with the Statutory and Strategic Planning teams who refer planning and development works to the Environment and Sustainability team to ensure compliance with legislation, vegetation protection and management of environmental impacts. Natural Resource Management Officers attend and contribute to development planning strategic meetings. Major developments being assessed include, Bannockburn Southeast Precinct Structure Plan, Bruce's Creek West Development and the Bannockburn Industrial Estate Development. A review and update of Council's Roadside Environmental Management Plan (REMP) and Environment Code of Practice Handbook is continuing following extensive review from departments. Expecting to be completed next reporting period. The initial drafting of an eLearning module for environmental compliance and roadside environment management has commenced. Once complete the module will be accessible to staff. 	100%
3.1 VALUING AND PROTECTING NATURE, CULTURAL HERITAGE AND THE ENVIRONMENT	Y3 3.1.2 Value, promote and preserve our cultural and natural heritage for future generations			100%
3.1 VALUING AND PROTECTING NATURE, CULTURAL HERITAGE AND THE ENVIRONMENT	→ Implement ongoing initiatives and activities to preserve the cultural and natural heritage of the Shire.	<ul style="list-style-type: none"> Acknowledge and preserve Aboriginal values and culture through partnerships, land management practices and education. Maintain, store and promote the Golden Plains Civic Collection, including ensuring the digitized collection is available online to the general public and residents (January 2024). Develop 2 initiatives/projects that engage historical societies or historical practitioners that addresses actions identified under the Arts Culture and heritage Strategy (May 2024). Identify appropriate communication platforms to assist in the promotion of places of indigenous, natural and historical significance across the Shire (March 2024). 	<ul style="list-style-type: none"> Throughout the reporting period, collaboration between Council, the Linton Men's Shed, Linton Primary School and a Wadawurrung cultural observer to develop an indigenous garden, install two seats and Linton Primary School's ceramic tiles at the base of the Vera Scantlebury sculpture and Garden project. Council Officers have developed a co-producer initiative, establishing a network for historical groups across the municipality. Two meetings were held in April and June with 5 historical groups attending. Council Officers continue to promote connections between staff and community with Wadawurrung Traditional Owners through regular consultations. 	100%
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	Y3 3.2.1 Provide sustainable and efficient waste management services			100%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	→ Continue to work with regional partners and stakeholders to develop waste minimisation, management and education strategies and to advocate for Regional or State waste improvements and initiatives, such as the Container Deposit Scheme.	<ul style="list-style-type: none"> Planning, education and communications in preparation for the implementation of the Container Deposit Scheme. Advocating for external funding for implementation of the Container Deposit Scheme. Continue to work with Barwon Water towards RRON for FOGO. Continue to collaborate with Councils on waste minimisation strategies regionally. Continue to collaborate with the City of Ballarat's feasibility study for a waste to energy facility. Meet legislative requirements regarding the provision of a 4 stream waste management system. 	<ul style="list-style-type: none"> Council remains actively engaged in collaborative regional waste projects. This includes ongoing discussions with the City of Ballarat regarding the development of a potential Circular Economy Facility within the Ballarat region. Council is liaising with Barwon Water to ensure alignment between Barwon Water's RRON facility development and plans for Council to introduce a Food Organics and Garden Organics (FOGO) collection service. 	100%
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	→ Continue with the implementation with initiatives from the Waste and Resource Recovery Strategy 2020-2030.	<ul style="list-style-type: none"> Deliver responsive household waste collections services – garbage and recycling. Public and community litter bins and services delivery. Landfill rehabilitation and ongoing management. Planning, education and communications in preparation for the implementation of four bins. Advocating for external funding for waste management initiatives. Compliance with legislation and best practice. Undertake an audit of Linton Tip and assess options. 	<ul style="list-style-type: none"> Council Officers working in waste services continue to manage the kerbside collection contract. The rehabilitation and construction of the capping of Rokewood landfill site has progressed during the reporting period. The subgrade and soil moisture layers of the capping process have been completed. The revision of the glass transition project plan was successfully completed and approved by DEECA, following a need to adjust bin procurement timeframes due to state-wide supply chain pressures. A range of tasks were completed during the reporting period, including the completion of the collaborative procurement process with CoGG, for recycling and processing of glass, confirming waste collection schedules, the glass bin collection schedule, and communication material development such as the waste calendar for 2024-25. 	100%
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	Y3 3.2.2 Investigate options for the disposal of hard waste and prevention of illegal dumping			90%
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	→ Respond to incidences of illegal dumping and respond with different approaches to prevention and enforcement.	<ul style="list-style-type: none"> Work collaboratively with Regulatory Services and Outdoor Maintenance teams to respond to incidences of illegal dumping. 	<ul style="list-style-type: none"> Council Officers continue to follow up, issue notices and infringe people caught dumping rubbish continue to work closely with the Environment Protection Authority of Victoria to investigate illegal dumping. 	100%
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	→ Review of the Waste Strategy to review hard waste initiatives and opportunities.	<ul style="list-style-type: none"> Complete an options analysis into the provision of a Hard Waste Service. Align the Waste Strategy to reflect these findings, following Council decision/direction on the next steps. 	<ul style="list-style-type: none"> A detailed hard waste collection cost/benefit analysis with options was presented to Senior Management for consideration and presented to Council at a briefing in August 2023. Further cost analysis has been provided for consideration. A review of the waste strategy has been postponed until 2025, resulting in this action being marked as delayed. 	80%
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	Y3 3.2.3 Education and promotion of responsible behaviours to reduce waste to landfill			100%
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	→ Continue engaging with community and businesses on waste reduction strategies and responsible waste disposal options.	<ul style="list-style-type: none"> Work with Regulatory Services to manage incidents of illegal dumping. Encourage and advise on appropriate disposal of hazardous materials, and act in accordance with legislation. Waste Education Officer position to continue to be funded to ensure provision of communications and education to encourage positive behaviour changes within the community, and inform about changes to waste services, such as CDS and four bins. 	<ul style="list-style-type: none"> Waste education and communication priorities continue to progress. A youth engagement work program has been created, with face-to-face waste education workshops planned at 3 school for August 2024. Further opportunity for face-to-face sustainability workshops at schools is being assessed by community and environment teams. Council's glass bin introduction communication and education plan has been prepared. Community consultation was undertaken during the Quarter 3 reporting period to ensure accountability and transparency of Council's glass bin planning and to inform Council's communication and education planning approach. Addressing kerbside bin contamination and misuse of Council bins remains a focus of the team, working closely with Customer Experience and Cleanaway to communicate directly with residents on how to reduce contamination and use bins correctly, while also providing information on the Council's supporting resources. 	100%
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES	Y3 3.3.1 Conduct land management practices and behaviours that enable a safe and thriving natural environment			100%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES	→ Continue to work with private landowners and businesses to educate and partner in appropriate and sustainable land management, agriculture and natural resource practices.	<ul style="list-style-type: none"> Continue to advise, educate and empower local farming industries, businesses and community to promote, support and implement environmentally sustainable practices. Collaborate with Regulatory Services team and statutory authorities to report environmental risks, incidents and threats as identified under legislation. Undertake a review of environmental compliance in accordance with the Environmental Protection Act. 	<ul style="list-style-type: none"> Council responds where possible to enquiries from residents about sustainable land management, agricultural and natural resource practices. 	100%
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES	→ Continue undertaking activities that reduce the risk of wildfires and flood events.	<ul style="list-style-type: none"> Golden Plains Shire Council is susceptible to fire, flood and storm events. During the summer, Council will undertake the following: <ul style="list-style-type: none"> Issuance of fire prevention notices. Undertake roadside and reserve slashing. Maintain Neighbourhood Safer Places - Bushfire Place of Last Resort. Work closely with the CFA and assist them when needed. Inspect the strategically placed fire tanks in the shire to ensure they are filled with water for the CFA. Assist and advertise community education regarding fire and flood and prepare for and mitigate exposure to fires and flood. Undertake planned burns for fuel reduction and biodiversity purposes. Undertake drainage maintenance. Progress drainage studies and identify flood mitigation projects. 	<ul style="list-style-type: none"> Fire inspections completed across the Quarter 3 reporting period. 576 Fire Prevention Notices issued during the Fire Danger Period. 16 property owners received fines for failing to comply with Fire Prevention Notices. Slashing program to reduce fire hazards has been completed. Key deliverables for the reporting period include: <ul style="list-style-type: none"> Ongoing roadside and reserve slashing. Continued maintenance of Neighbourhood Safer Places. Support provided to the CFA and SES as needed. Execution of planned burns for fuel reduction and biodiversity enhancement. Conducting 4 community workshops to boost resilience in emergencies. Assistance to Agriculture Victoria with the Avian Influenza outbreak. Drainage and Flood Mitigation: <ul style="list-style-type: none"> Inverleigh Flood Levee Project: Progressing. Common Road Catchment: The design of the Common Road catchment mitigation projects is progressing. Construction of drainage projects are planned to commence in late 2024, pending a further report to council. Delivery of drainage maintenance programs across the municipality, maintenance of open drains and easements commenced in Quarter 2 and were completed in Quarter 3. Bannockburn Flood Study: Flood studies in Bannockburn commenced in Quarter 2 with identified options to be modelled and tested in Quarter 3. Maintenance works to commence in Quarter 4 and mitigation works referred to future drainage works programs subject to available funding. Flood Recovery Projects: <ul style="list-style-type: none"> Major flood recovery projects completed in Quarter 2 include upgrades to three fords: Parkers Road, Nestors Road, and Riddles Road. Linton-Piggoreet Bridge: Design of the Linton-Piggoreet Bridge replacement structure commenced in Quarter 2 with demolition works completed in quarter 3. Construction works commenced in Quarter 4 with works to be completed in Q1 2024-25. Pinchgut Road Bridge: Design of Pinchgut Road Bridge will commence in Quarter 3 with tender commenced in Quarter 4. External funding is being sought prior to commencement of construction in Quarter 1 2024-25. Federation Pedestrian Bridge: Design of Federation Pedestrian Bridge will commence in Quarter 3 with tender commenced in Quarter 4. Works are to be completed in Quarter 1 2024-25. 	100%
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES	→ Protect the health of waterways and facilitate sustainable water use through implementation of water security initiatives in the Environmental Strategy 2019-2027.	<ul style="list-style-type: none"> Continue the development of the Bannockburn Integrated Water Management plan, including identification of prioritised actions. Continue to advocate for funding to implement key actions of the Bannockburn Integrated Water Management Plan. Continue as members in the Barwon Integrated Water Management Forum to advocate for a collaborative and integrated approach to water management that enables sustainable environmental, social, cultural and community prosperity. 	<ul style="list-style-type: none"> Council continues to work with the Barwon and Central Highlands Integrated Water Management (IWM) Forums. Council is undertaking planning to host the Barwon IWM forum at Golden Plains Civic Centre in July. The Bannockburn Integrated Water Management Plan Technical Report is in final draft stage with a public facing report being prepared in Q1 2024-25. Document will be presented to Council by consultants Spiire. The document has been extensively reviewed with input from environment, assets and planning teams. Engagement with Wadawurrung Traditional Owners has continued throughout the process. 	100%
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES	→ Undertake pest plant and animal management control programs and community education to target and reduce the prevalence of invasive species in natural systems.	<ul style="list-style-type: none"> Deliver invasive weed education to the community as guided by the Invasive Weed Strategy and Action plan. Continue on the ground activities to manage pest plants and animals in public spaces across the municipality. Collaborate with community volunteer groups to manage pest plants. 	<ul style="list-style-type: none"> On ground works continue to manage pest plants and animals in public spaces across the municipality. Council Officers continue to encourage landholders to address pest plant issues, by issuing on going correspondence to landholders. Rabbit management continues to progressed at priority sites over the reporting period. 	100%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES	<p>Y3 3.3.2 Support and partner with the community on environmental initiatives</p> <p>→ Continue to build the awareness and capacity of communities to respond to local environmental issues and to implement sustainable practices.</p>	<ul style="list-style-type: none"> Connecting, collaborating and supporting community volunteer groups such as Landcare and environmental interest groups. Community activities and education that promote ownership of sustainability issues and the natural environment, including clean-up days, greening activities and tree plantings. Complete the Moorabool River Reserve Master Plan. Investigate opportunities to collaborate Wadawurrung to develop a management plan incorporating traditional owner land and water management practices for the Moorabool River Reserve, in alignment with paleert tjaara dja - Wadawurrung Healthy Country Plan (2020-2030) Advocate for funding to implement key actions identified within the Environment Strategy. Continue to collaborate with agencies on regional scale projects such as kitjarra-dja-bul bullarto langi-ut in the protection and enhancement of our natural assets. 	<ul style="list-style-type: none"> A priority to establish a WTOAC Country Management Plan in partnership with Wadawurrung has been integrated into the Moorabool River Reserve Master Plan. As part of Council's partnership with CCMA, for the Kitjarra-dja-bul Bullarto langi-ut program, Council has prepared a project plan that requires Traditional Owner oversight to develop detailed design and construction drawings for: <ul style="list-style-type: none"> Nature based play space Resting/story place Anabranh crossing point. Council Officers continue to collaborate and support community volunteer groups such as Landcare and environmental interest groups. Elm Tree removal works in Moorabool River Reserve as part of CCMA's Green Links Grant Program awarded to Council has progressed. 	100%
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES				100%
3.4 MITIGATING CLIMATE CHANGE AND CLEAN / GREEN TECHNOLOGY	<p>Y3 3.4.1 Implement approaches to address and mitigate climate change</p> <p>→ Undertake a review of the Climate Emergency Plan and address risk based priority adaptation and mitigation actions.</p>	<ul style="list-style-type: none"> Undertake a review and update the Climate Emergency Plan Establish a climate risk register and progress risk planning for Golden Plains Shire. Improve awareness across Council and Community by compiling knowledge resources, data and evidence on climate risk and adaptation and mitigation considerations for Golden Plains Shire. Advocate for external funding for delivery of priority actions, identified in the risk planning and Climate Emergency Plan review. Continue as a partner on the Barwon South West Climate Alliance to respond collaboratively to the regional climate change priorities. 	<ul style="list-style-type: none"> Council committed to being part of a collaborative Barwon South-West Climate Alliance submission for the 'Resilient Community Assets Grant Application' to the Victorian Government's National Partnership Agreement (NPA) on Disaster Risk Reduction. The project is expected to commence early in the 2024-25 reporting period. Plans to progress a revised climate risk profile for Golden Plains Shire has progressed, with contract awarded to Nation Partners. This work will dovetail into the Barwon-Southwest Climate Alliance Community Assets project and leverage regional knowledge sharing from the developed climate risk work underway across many individual Council's. An internal review of the Climate Emergency Plan is currently underway, with Council departments participating and capturing activity attributable to the Climate Emergency Plan delivery. Outcomes will be presented to Council in September 2024. Action indicates a delayed status, however review will continue into the 2024-25 reporting period. The Environment and Sustainability team is beginning to compile an informal library of climate change knowledge and resources. Additionally, the team is collaborating with Health and Wellbeing to identify and advance initiatives related to climate and health. 	85%
3.4 MITIGATING CLIMATE CHANGE AND CLEAN / GREEN TECHNOLOGY				85%
3.4 MITIGATING CLIMATE CHANGE AND CLEAN / GREEN TECHNOLOGY	<p>Y3 3.4.2 Promote and encourage the use of sustainable and clean energy and technology</p> <p>→ Scope, encourage and further develop projects and initiatives that explore the use of renewable energy and carbon neutral practices.</p>	<ul style="list-style-type: none"> Progress the development of an Environmental Sustainable Design Policy and sustainability procurement criteria for Council Progress the electric vehicle fleet transition plan for Council Support community education initiatives and promotion of clean energy technology and sustainable practices. 	<ul style="list-style-type: none"> The collaborative electric vehicle fleet transition plans, developed in partnership with the Colac-Otway and Warrnambool City Council, were finalised and submitted by Anthesis (formerly NDEVR) in March. These plans are currently undergoing final review by the respective Council's. 	90%
3.4 MITIGATING CLIMATE CHANGE AND CLEAN / GREEN TECHNOLOGY				90%

PROSPERITY '23/24

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	Y3 4.1.1 Support the development of young children and their families			100%
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	→ Delivery of Best Start Best Life Reform Planning for Kindergarten Infrastructure.	<ul style="list-style-type: none"> Continue to work with the Department of Education to support Best Start Best Life Kindergarten Building Blocks infrastructure projects across the Shire. Liaise with the Department of Education to update Kindergarten Infrastructure Services Plan for Golden Plains Shire. Undertake and complete an Early Childhood Workforce plan. 	<ul style="list-style-type: none"> Council are pleased to announce the successful completion of three kindergarten projects: <ul style="list-style-type: none"> Haddon Kindergarten: This new facility boasts a capacity of 66 students housed within two modular classrooms. Officially opened in January 2024, the kindergarten is scheduled to receive a ministerial visit in April 2024. Bannockburn Kindergarten (Phase 1): The first phase of a comprehensive project, the Bannockburn Kindergarten expansion provides an additional 66 student places through its new modular facility. Stage 2 Bannockburn (BFSC extension) will commence in late 2024. Napoleons Primary School Kindergarten: Situated on the grounds of Napoleons Primary School, this new 66-place kindergarten features two modular classrooms. Opened for students in January 2024, the facility is scheduled to receive a ministerial visit in April 2024. 	100%
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	→ Provide services, infrastructure and support to enable health, wellbeing and development in early years.	<ul style="list-style-type: none"> Delivery of Maternal and Child Health Service, which provides a comprehensive and focused approach for the promotion, prevention and early identification of the physical, emotional and social factors affecting young children and their families. Planning and implementation of Funded Sleep and Settling programs. Planning and implementation of Funded Supported Playgroup program. Delivery of quality and assessable early years services and childcare options for families across the Shire. 	<ul style="list-style-type: none"> 1,772 children are enrolled in the Council's Maternal Child Health service. Across the 2023-24 reporting period 49 referrals were made for mental health, family planning and other physical issues. 626.17 hours were provided to vulnerable families through the Enhanced Maternal Child Health (EMCH) program and 42 referrals aimed at early identification and prevention of developmental issues were made. Children's Services spaces continue to focus on both inclusion and accessibility, with areas assessed and modified to promote a welcome space. Inverleigh Kindergarten received minor upgrades to better accommodate wheelchairs and prams. Additionally, waiting areas at Bannockburn Family Services and other Maternal and Child Health locations have been rearranged to consider families who are sensitive to sounds and overstimulating colours and images. Sleep and Settling programs have supported 8 families with 4 hours of outreach support in the family home assisting families over the Quarter 4 reporting period. In total 132.93 hours of Sleep and Settling Support was provided to families. Councils supported playgroups in Bannockburn and Smythesdale continue with approximately 10 families currently enrolled. Council continues to offer two Family Day Care programs as an alternative childcare option for families across the shire especially those living outside Bannockburn and provided in-home care for over 50 enrolments. Kindergarten enrolments remain consistent, with enrolments for 2025 commencing in Quarter 4. 	100%
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	Y3 4.1.2 Enable access to education, learning and skill development through all stages of life			98%
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	→ Advocate to Government, business and service providers for investment and programs to support education.	<ul style="list-style-type: none"> Advocacy for new school infrastructure and school program funding across the Shire, including new schools in Bannockburn South and Smythesdale. Advocacy for vocational learning options in farming agriculture and mechanical trades across the municipality. 	<ul style="list-style-type: none"> Across the reporting period the following advocacy was noted: <ul style="list-style-type: none"> Discussions were held with key agricultural organisations, including Western Plains Pork and Meredith Dairy, to explore potential employment growth opportunities. These discussions focused on Western Plains Pork's expansion plans and Meredith Dairy's proposed retail outlet in Meredith. Council Officers attended Bannockburn South East PSP Community Infrastructure Workshop, and spoke about the primary and secondary schools including Kindergarten on schools' sites (KOSS) identified in Bannockburn South East Precinct Structure Plan. The Central Highlands Economic Development Facilitators Forum received a presentation from the Victorian Skills Authority in February 2024, providing Council with a greater insight into the work of the Victorian Skills Authority. Participation in a session with the Department of Education, advocating the benefits of work experience occurred across the Quarter 4 reporting period. 	100%
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	→ Collaborate with learning centres, local groups and activities to promote skill development opportunities including with Emergency Services, Mens Shed's and Interest Groups.	<ul style="list-style-type: none"> Coordination and delivery of inaugural Golden Plains Careers Expo, aiming to advance the learning and employment outcomes for young people throughout the Shire. Investigate partnership opportunities with organisations delivering construction industry skills programs. Continue to develop and deliver skills-based training through Youth development programming and Youth Hub programs. Strengthen Partnerships with Haddon Community Centre and Meredith Community Centre and identify and support delivery of a project/initiative (June 2024). 	<ul style="list-style-type: none"> The 2024 Golden Plains Careers Expo was successfully held on Friday, 24 May. The Expo was made possible through funding from the Victorian Government's Crime Prevention Strategy and recorded over 550 people in attendance. Council Officers are actively developing skills-based training programs scheduled for delivery over the next six months. Council Officer working in Youth Development partnered with Federation Uni to deliver Primary to Secondary Transition sessions across the Shire. The sessions were delivered to 172 students. Council continues partnerships with the Haddon and Meredith Community Centres and has met regularly with the centres to discuss community projects, arts and culture, grants and community planning. 	90%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	→ Continue to provide and review fixed and mobile library services in partnership with Geelong Regional Library Corporation (GRLC).	<ul style="list-style-type: none"> Progress the construction of the Mobile Library Service Vehicle with the Project Control Group (June 2024). Continue to monitor the delivery of the Library Contract. Strengthen Partnerships with Geelong Regional Libraries Corporation and other Key stakeholders to ensure successful engagement, design and delivery of programs within the Bannockburn Static Library and Mobile Library Services (June 2024) 	<ul style="list-style-type: none"> The Geelong Regional Library Corporation (GRLC) decommissioned the old mobile library van and service, commissioning a new vehicle and fit out. The transition included community engagement and communication with the new vehicle commencing operations across the municipality in June 2024. GRLC have liaised with the Department of Government Services (funding body) to organise a Ministerial launch scheduled for July 2024. 	100%
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	→ Investigate partnerships with TAFE and higher education providers to service the Golden Plains Shire community.	<ul style="list-style-type: none"> Continue to support and advocate for the Entrepreneurship Development Program being developed by RMIT University. 	<ul style="list-style-type: none"> Council Officers completed a proactive outreach to major employers, inviting participation at the Golden Plains Careers Expo in May 2024. Council continues to hold an advisory role to the Meredith Sharing Shed operators, conducting the Berrybank Entrepreneurship Program and participated in a session with the Department of Education, advocating the benefits of work experience. 	100%
4.2 SUPPORTING LOCAL PRODUCERS, AGRICULTURE AND BUSINESS	Y3 4.2.1 Provide support to local businesses including farms and small business			100%
4.2 SUPPORTING LOCAL PRODUCERS, AGRICULTURE AND BUSINESS	→ Consider opportunities to further support locally based businesses and suppliers.	<ul style="list-style-type: none"> Instigate and lead buy local community campaigns and promotion. Enable local base businesses and suppliers to participate in procurement opportunities, through the facilitation of Council's procurement and tendering processes. Continued development of a database of all engaged businesses across the municipality utilising Council's Customer Relationship Management system. Continued promotion and support of healthy and sustainable local food systems. 	<ul style="list-style-type: none"> The focus for the reporting period was on tourism promotion, with the successful completion of new brochures and a captivating trails video. These materials will be instrumental in attracting visitors to the region. In collaboration with Tourism Midwest Victoria, the Sustainable Destination Master Plan and Local Area Action Plans have been completed alongside governance training for directors and managers. 	100%
4.2 SUPPORTING LOCAL PRODUCERS, AGRICULTURE AND BUSINESS	→ Continue to support events and activities that promote, showcase and connect local businesses.	<ul style="list-style-type: none"> Facilitation of a Business Network in the northern region of the Shire and delivery of business networking events across the north and south of the municipality to build capacity of local business and producers. Delivery of monthly business news publications. Provide business mentoring services across the Shire. 	<ul style="list-style-type: none"> Originally planned for March, the Picnic on Nimons Bridge has been thoughtfully rescheduled to October in response to organiser feedback. The Shelford Duck Race and Inverleigh Dachshund Derby, established community events, achieved renewed success this year. Council's expertise in event operations and grant funding sourcing played a significant role in ensuring both events were well-resourced and executed smoothly. The Beyond the Valley Festival commitment to community was evident through the inaugural Community Barbecue, which distributed approximately \$30,000 directly to local groups. This impactful initiative demonstrates Beyond the Valley's dedication to supporting the region. Furthermore, the ongoing community grants program awarded an additional \$40,000, highlighting the festival's continued investment in local organisations. Beyond the Valley Festival is estimated to have generated an additional \$150,000 in economic activity for the region. Pre-planning for Beyond the Valley 2024 has commenced across the Quarter 4 reporting period. 	100%
4.2 SUPPORTING LOCAL PRODUCERS, AGRICULTURE AND BUSINESS	→ Provide ongoing support for small business and agriculture, through the implementation of the Economic Development, Tourism and Investment Attraction Strategy 2022-2032.	<ul style="list-style-type: none"> Support and provide incentives for small to medium businesses and agriculture suppliers across the municipality. Provide coaching to social enterprises, home businesses and business startups. Continue to identify new and emerging business opportunities within the Shire. Develop relationships with food producers to support access to local produce. Continue investigations with Regional Development Grampians and Regional Development Victoria regarding priority projects resulting from the Agriculture Value Add and Supply Chain Analysis. 	<ul style="list-style-type: none"> Quarterly report on the Economic Development, Tourism and Investment Attraction Strategy 2022-2032 is complete indicating all activities nominated for 2023-24 are on track. Council continues to support business initiatives, through a range of business concierge activities and support. A total of 113 business contact hours were provided across 2023-24. Support for independent egg producers was highlighted across the Quarter 4 reporting period. 	100%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
4.3 IMPROVED OPTIONS FOR SHOPPING, HOSPITALITY, TOURISM AND EVENTS	Y3 4.3.1 Support initiatives for local shopping and hospitality businesses			100%
4.3 IMPROVED OPTIONS FOR SHOPPING, HOSPITALITY, TOURISM AND EVENTS				<ul style="list-style-type: none"> Advocate for and implement Streetscape and town centre improvements.
4.3 IMPROVED OPTIONS FOR SHOPPING, HOSPITALITY, TOURISM AND EVENTS	Investigate the provision for, and rezoning of land, to facilitate development which supports business and employers including those that provide retail and hospitality opportunities.	Finalise the Growing Places Strategy which seeks to provide a range of land uses within the municipality.	<ul style="list-style-type: none"> Council Officers are considering the drafting of an Urban Design Framework for the existing Bannockburn Town Centre Progress is being made in relation to the Bannockburn SE PSP which will include a retail centre and officers are advocating for some commercial/retail in the Bruce Creek West development. The rezoning to facilitate the expansion of the Bannockburn Industrial Estate continues to progress. Officers have met with developers who have purchased land in the Gheringhap Employment Precinct. The developers are starting to undertake the technical work required to apply to rezone the land. 	100%
4.3 IMPROVED OPTIONS FOR SHOPPING, HOSPITALITY, TOURISM AND EVENTS	Y3 4.3.2 Identify and promote activities that attract visitation and tourism			100%
4.3 IMPROVED OPTIONS FOR SHOPPING, HOSPITALITY, TOURISM AND EVENTS	Explore actions of the Economic Development, Tourism and Investment Attraction Strategy 2022-2032, which support shopping hospitality, tourism and events across the municipality.	<ul style="list-style-type: none"> Advocate and support events that attract visitation across the region. Continue to promote activities relating to the arts and local creative industry, such as open studio programs, arts trails and community led initiatives. Continue to promote sites and tourist attractions, including the Three Trails project. Actively participate in the World Heritage Program. Continue actively participate in alliances and networking opportunities including with Tourism Greater Geelong and The Bellarine and Tourism Midwest Victoria. 	<ul style="list-style-type: none"> The design of new tourism brochures is complete, with printing and distribution having commenced in early Quarter 3. The Ballarat/Skipton Rail Trail and 3 Trails promotional videos have been finalised and are now undergoing internal review. Ready for internal circulation before the action plan is executed in Quarter 4. Across the Quarter 4 reporting period, Council Officers supported the Meredith Historical Society to conduct an AFL History weekend in conjunction with Heritage Victoria. 	100%
4.4 LOCAL EMPLOYMENT AND TRAINING	Y3 4.4.1 Assistance and incentives for businesses to provide for local employment			100%
4.4 LOCAL EMPLOYMENT AND TRAINING	Advocate with local businesses, chambers of commerce and employers to target and promote local employment outcomes, including social enterprises.	<ul style="list-style-type: none"> Advocating with local businesses and utilities authorities to increase the availability of housing in small townships to strengthen the local employment market. 	<ul style="list-style-type: none"> Council Officers continue ongoing liaison with major employers in the region. This collaboration focuses on exploring potential employment opportunities, facilitating expansion plans, and streamlining the approval process for relevant projects. 	100%
4.4 LOCAL EMPLOYMENT AND TRAINING	Work with partners to deliver short term courses, internships and job training opportunities for ratepayers and residents, including promoting the use of Council facilities.	<ul style="list-style-type: none"> Liase and collaborate with Business Victoria to deliver events, coaching and business training opportunities throughout the Shire, including the Small Business Bus. 	<ul style="list-style-type: none"> Council continues to provide internal business mentoring services and coordination of Small Business Bus visits to various locations around the municipality. A strategic outreach campaign, utilising the Monitor CRMS system, contacted all Golden Plains businesses in Quarter 3. Resulted in a significant increase in participation for both internal mentoring and business concierge services. Promotion of training opportunities through Golden Plains Business News continues across the reporting period. 	100%
4.4 LOCAL EMPLOYMENT AND TRAINING	Y3 4.4.2 Deliver initiatives that support local training and job opportunities in Golden Plains Shire			97%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
4.4 LOCAL EMPLOYMENT AND TRAINING	→ Continue Council based opportunities and potential employment pathways for local residents.	<ul style="list-style-type: none"> Employee Value Proposition that highlights the benefits of working locally and the focus on work that delivers outcomes in the community. Development of Work Experience program that highlights career pathways. Advocate for a traineeship and apprenticeship program that preferences local residents in the 2024-2025 budget. 	<ul style="list-style-type: none"> Implementation of traineeship program with Local Government Pro and Brotherhood of St. Laurence commenced in January 2023 and concluded in January 2024. Trainee opportunities were particularly focused on candidates from marginalised backgrounds. The program was highly successful, with one trainee accepting an ongoing role, and another securing a fixed term contract, and the third engaged in casual work with Council. Development of Work Experience program commenced with Council welcoming 2 students through the Work Experience program during Quarter 4. Council Officers additionally attended the Golden Plains Careers Expo in May promoting the opportunities within Council. Council Officers will continue to advocate for a dedicated budget for wages and expenses relating to traineeship and apprenticeship programs that preferences local residents unfortunately this was not achieved in the 2024-25 budget, resulting in a delayed status across this action. 	90%
4.4 LOCAL EMPLOYMENT AND TRAINING	→ Continue to operate the Smythesdale Digital Hub to be a working space for business owners and community members.	<ul style="list-style-type: none"> Review, monitor and report on the usability of the Smythesdale Digital Hub by both business owners and community members. 	<ul style="list-style-type: none"> The Digital Hub in Smythesdale continues to be a working space for business owners and community members at no cost. From July 2023 to June 2024 the Digital Hub was utilised for a total of 1,289 hours, an increase of 47% from the prior 12 months. 	100%
4.4 LOCAL EMPLOYMENT AND TRAINING	→ Strengthen communities and provide skill development and participation opportunities through delivery of Council's volunteer program (subject to the Best Value Review outcome).	<ul style="list-style-type: none"> Review and develop a model for Council's Volunteer Program by November 2023. Define clear roles, review process and develop induction kit for Council Volunteers by March 2024. Research and investigate Micro Volunteering models by December 2023. Undertake a needs analysis to determine the development of community capacity building opportunities for Council and Community Volunteers that meets community needs by March 2024. 	<ul style="list-style-type: none"> Council Officers are actively gathering information to support a comprehensive review of the Council's Volunteer Program. The resulting recommendations will aim to strengthen and enhance volunteer engagement. The development of this action has been carried forward to Year 4 2024-25, due to resourcing constraints. Induction kit for Council Volunteers has been completed. Research into micro-volunteering models implemented across various sectors is currently ongoing. This initiative explores opportunities for introducing adaptable volunteer roles within the Council's programs. Action will be carried forward to Year 4 2024-25. Beautify Bannockburn Volunteers of Council continue to maintain and beautify gardens on High Street Bannockburn working with the Outdoor Spaces team. A needs analysis to determine the development of community capacity building opportunities for Council and Community Volunteers will be carried forward to Year 4 2024-25. 	100%
4.5 PARTNERSHIPS, ADVOCACY AND OPPORTUNITIES FOR INVESTMENT	Y3 4.5.1 Identify and advocate for investment opportunities, partnerships and projects			100%
4.5 PARTNERSHIPS, ADVOCACY AND OPPORTUNITIES FOR INVESTMENT	→ Advocate for improved digital connectivity for residents.	<ul style="list-style-type: none"> Advocating for better NBN and mobile telephone reception across the municipality, including the Golden Plains Food Production Precinct in Lethbridge. Advocacy of Mobile Black Spot Program funding for new mobile phone towers to provide service for fire-prone areas, industry and the community. 	<ul style="list-style-type: none"> Council Officers have completed the first draft of Golden Plains Digital Plan with Telstra, NBNCo and internal ICT teams. Council continues to facilitate discussions between Telstra and TagEnergy preceding Telstra's Federal Government submission to fund a Macro Mobile site at Rokewood which will provide improved handheld coverage and capacity to the area. The Federal Government funding approval was announced December 2023. Facilitating technical scoping site works during the Quarter 3 reporting period. Council assisted in facilitating the site selection process for a potential tower at Meredith, working collaboratively with Amplitel representatives. This initiative is currently focused on land banking, a preliminary step for future network expansion. 	100%
4.5 PARTNERSHIPS, ADVOCACY AND OPPORTUNITIES FOR INVESTMENT	→ Develop and promote public and private partnership opportunities.	<ul style="list-style-type: none"> Continue to collaborate with the Berrybank Windfarm to seek future partnership opportunities. Identify and seek new public and private partnership opportunities with businesses across the municipality. 	<ul style="list-style-type: none"> Council actively supported community well-being through its involvement with the Beyond the Valley Music Festival. A successful collaboration with festival organisers and Inverleigh Community Groups led to the establishment of the inaugural Community BBQ. This initiative resulted in a direct distribution of approximately \$30,000 to local groups. Council representatives participated on the assessment panel for the Beyond the Valley Music Festival's community grants program. This program awarded an additional \$40,000 to local organisations, further demonstrating the festival's commitment to the region. Partnership opportunities have been established through the securing of successful annual funding from the Berrybank Wind Farm to support the Inverleigh, Leigh, Smythesdale, Meredith and Woody Yaloak Senior Citizens groups previously support by state funding that no longer exists over a 6-year period (2024-2030). 	100%
4.5 PARTNERSHIPS, ADVOCACY AND OPPORTUNITIES FOR INVESTMENT	→ Implement the Economic Development, Tourism and Investment Attraction Strategy 2022-2032.	<ul style="list-style-type: none"> Develop an investment prospective for potential investors. Develop creative industries through support and partnership building, and through the procurement of local creatives. Expand the Golden Plains Farmers' Market to include additional local vendors at the new Bannockburn Heart Precinct site and build on the market program. 	<ul style="list-style-type: none"> To attract investment in key growth areas, a comprehensive investment prospectus has been developed. This document is currently being actively promoted through a direct marketing campaign to targeted industry sectors, fostering interest and generating potential partnerships. Council demonstrates its commitment to the broader region by encouraging staff engagement in regional initiatives beyond core responsibilities. 	100%

LEADERSHIP '23/24

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
5.1 INFORMATION AND ENGAGEMENT TO INVOLVE OUR COMMUNITY IN DECISION MAKING	Y3 5.1.1 Provide timely and effective communications about Council services and activities to community and stakeholders			100%
5.1 INFORMATION AND ENGAGEMENT TO INVOLVE OUR COMMUNITY IN DECISION MAKING	→ Communicate issues and opportunities with the public across a wide variety of accessible and functional platforms.	<ul style="list-style-type: none"> Continue to deploy a suite of diverse and engaging communicate across a broad spectrum of channels to articulate Council initiatives, strategies and services including the following: <ul style="list-style-type: none"> Proactive and planned media releases Social media, Newsletters, website and video Continuous review of Council's communications and platforms through metrics, surveys and feedback. 	<p>Council is committed to empowering residents and fostering a vibrant community by actively engaging them in decision-making processes. This strong connection between Council and the community is essential for positive change, contributing to a resilient and thriving Shire. Council utilises a comprehensive suite of communication channels to ensure residents are informed and have opportunities to participate:</p> <ul style="list-style-type: none"> Regular Publications: Media releases, weekly newsletters (Gazette, Engage and Business News), and monthly community newsletters keep residents updated on Council initiatives and news. Digital and Social Media: Daily updates on social media platforms and a bi-monthly e-Gazette provide timely information and encourage community interaction. Community Events and Stakeholder Engagement: Participation in local events, regular councillor listening posts, and stakeholder interactions help gather resident perspectives. Media Outreach: Weekly media enquiries, GPSC Times advertisements, and mayoral and radio interviews ensure wide dissemination of information. Internal Communication Virtual platforms: Variable Message Signs boards and phone recording messaging services provide further opportunity to engage with the community. 	100%
5.1 INFORMATION AND ENGAGEMENT TO INVOLVE OUR COMMUNITY IN DECISION MAKING	Y3 5.1.2 Enhance deliberative engagement to inform and involve community in Council decision making			100%
5.1 INFORMATION AND ENGAGEMENT TO INVOLVE OUR COMMUNITY IN DECISION MAKING	→ Consult with the community and provide early engagement on Council decisions and issues of local interest.	<ul style="list-style-type: none"> Continue to deliver consultation which aligns with Council's Community Engagement Policy and reflect genuine engagement for all residents across the Shire. Utilisation of the Community Engagement Register, Council communication channels, existing Council networks and community stakeholders. Planning, providing and promoting direct Councillor engagement opportunities. Encouraging community and stakeholder involvement in engagement and advocacy campaigns. Continue to undertake and evaluate community engagement activities. 	<ul style="list-style-type: none"> During the Quarter 4 reporting period, the following consultation opportunities were identified and delivered to the community: <ul style="list-style-type: none"> Draft Footpath Strategy 2024-2034 Battle of the Bands Disability Action Plan Strategic Framework 2025-2029 Special Rates and Charges Policy Council Budget 2024/25 Community Vision 2040 Refresh Fair Access Policy Asset Management Strategy Community Networking Programs Battle of The Bands Golden Plains Community Resilience Workshops Internet of Things (IoT) Mental Health First Aid Careers Expo 	100%
5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT	Y3 5.2.1 Council will operate in an open and transparent manner			100%
5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT	→ Implement good governance and decision making processes and meet all legislative requirements.	<ul style="list-style-type: none"> Commence preparations for the 2024 Local Government Elections, including reviewing and updating related documents and policies. Review and update Councillor Code of Conduct. Review and update Policies and Procedures, including overarching policy and procedure framework. Review and update property management policies and procedures. 	<ul style="list-style-type: none"> Preparations for elections have commenced, including the adoption in June of the Election Period Policy 2024. A number of meetings with the VEC have taken place. Internal and external communications regarding upcoming elections continue to be updated. Following passing of the The Local Government Amendment (Governance and Integrity) Bill 2024 in June in Parliament, the scope of the Model Code of Conduct is currently open for consultation and a new Model Code of Conduct will be developed in accordance with advice from Local Government Victoria. Policies and procedures continue to be monitored and reviewed as and where required. 	100%
5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT	Y3 5.2.2 Ensure responsible and sustainable financial, asset and risk management			88%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT	→ Continue to implement policies, processes and initiatives that deliver long-term financial sustainability.	<ul style="list-style-type: none"> Implementation of the Council's Long-Term Financial Plan 2021/22–2030/31 and Rating Strategy. Development and implementation of new finance, property and rating system. Annual review of Council's Procurement Policy. Identification of additional sources of revenue and efficiencies. 	<ul style="list-style-type: none"> Council is committed to long-term financial sustainability by regularly undertaking a forensic review of its relevant policies, processes, and initiatives. The Long-Term Financial Plan continues to inform the development of the 2024/25 budget. Key assumptions, including the 2.75% rate cap announced by the Minister in December 2023, have been updated accordingly. To address increasing financial pressures associated with rising costs exceeding the rate cap, the budget prioritises identification of efficiencies and cost savings. The draft 2024/25 budget was presented to Council during the April meeting, followed by a public consultation period to gather community feedback. The final budget was adopted by Council at the 25 June 2024 meeting. Implementation of a new property and rating system is under review with a focus on operational and cost efficiencies and ease of customer and staff use. The existing system is approaching the end of its usable life phase, and this project is considered a high priority for the organisation. In line with our commitment to good governance, the review and implementation of updated procurement policies and procedures continues based on organisational requirements and relevant expiry dates. The procurement policy and other related documents are currently being reviewed and updated where appropriate. Identification of additional sources of revenue and efficiencies which benefit the community are continuing to be investigated. 	100%
5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT	→ Implement and review Council's Risk Management Framework and ensure all key risks have been measured and adequately controlled.	<ul style="list-style-type: none"> Review strategic risk register. Review organisational risk register. Update of risk appetite statements. 	<ul style="list-style-type: none"> Risk registers continue to be updated as and where necessary. Due to resourcing and competing priorities, review of risk registers and update of risk appetite statements has been delayed. It is envisaged that this will commence across Quarter 1 2024-25 with a view to be completed in time for the commencement of the new Council Term. 	65%
5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT	→ Management of Council and community assets and collect data, analyse asset condition and utilisation.	<ul style="list-style-type: none"> Migrate asset inspection programs to Assetic Maintenance including the annual road and footpath inspection program. Implementation and population of the Assetic software system. Adopt, monitor and deliver the improvements as identified in the Asset Plan 2022-2032. Plan and budget for asset maintenance, renewal programs and regular asset condition audits. Develop and deliver on actions arising from the Community Services Infrastructure Plan (CSIP). 	<ul style="list-style-type: none"> Road hazard and footpath inspection work orders are being utilised for maintenance planning and action. Road Condition Assessments have been complete, with Council being supplied with road network imagery. It is anticipated roads condition data and works planning modelling completed by the end of July 2024. Asset Management Strategy and Asset Management Policy were adopted by Council at the June 2024 Council Meeting. The pilot program of testing the One-Note based delivery for Asset Handover information is ongoing with the Community Projects Team. 	100%
5.3 RESPONSIVE SERVICE DELIVERY SUPPORTED BY SYSTEMS, RESOURCES AND AN ENGAGED WORKFORCE	Y3 5.3.1 Council service delivery is efficient and responsive to the needs of the community			85%
5.3 RESPONSIVE SERVICE DELIVERY SUPPORTED BY SYSTEMS, RESOURCES AND AN ENGAGED WORKFORCE	→ Continue to streamline and improve Council's Information and Communications technologies systems and processes.	<ul style="list-style-type: none"> Embed Core System changes into Council operations. Implement online service delivery for Customer Service requests. Enhance operations around GIS systems, preparing new system specification. Complete system reviews as required by operational plans. Implement and embed the Council Customer Service Strategy. Implement a new Corporate Intranet based upon the new SharePoint environment. 	<ul style="list-style-type: none"> The finance system has successfully transitioned to post go-live mode, and regular reporting and data updates are now in place. Implementation of the CRMS system has encountered delays due to slow vendor delivery. However, Council Officers are actively working with the vendor to get the project back on track for completion in July 2024, with final performance tuning outstanding. GOS system has been selected and implementation is underway. The Enterprise Document and Records Management system utilising SharePoint is fully operational. The data extraction process from the old system is targeted for completion is soon as Customer Request Management System is turned off. The new corporate intranet platform has been successfully launched. Evaluation of Microsoft 365 and SharePoint solutions for streamlining grant and project management functionalities is ongoing. Draft project plans for the Community Safety and Rates initiatives have been completed. Community Safety initiative is scheduled for prior to December 2024 and Rates initiative by April 2025, these actions will continue into the 2024-25 reporting period. 	85%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
5.3 RESPONSIVE SERVICE DELIVERY SUPPORTED BY SYSTEMS, RESOURCES AND AN ENGAGED WORKFORCE	<p>→ Improve the customer experience and build commitment and accountability to service standards and timely responsiveness through the delivery of the Customer Experience Strategy action plan.</p>	<ul style="list-style-type: none"> Embed Customer Experience principles into existing processes across the business by embedding customer experience capabilities into positions and developing Customer Experience capabilities by developing learning programs for all new and existing staff. Conduct feedback audit and research on industry best practices for customer feedback and develop regular feedback loops with customers. Develop customer centric systems and processes by defining Service Level Agreements, developing the new CRMS solution and reviewing customer channels. 	<ul style="list-style-type: none"> Work continues across the reporting period to continue implementing actions in the Customer Experience (CX) Strategy and continue to improve Council's Customer Experience: <ul style="list-style-type: none"> A Customer Experience Training program for Council staff has been created. Designed to be rolled out across the organisation, this program aims to equip our team members with the knowledge and skills necessary to deliver exceptional service. The program was successfully implemented through training sessions held in conjunction with the Community Vision refresh initiative. The program has been met with positive feedback, and additional sessions are already being scheduled to ensure comprehensive coverage across all departments. Work has continued to be focussed on the development of the new Customer Request Management System (CRMS). Due to the delay in the CRMS being implemented, most work has concentrated on developing the system and processes that will define our service level agreements and closing the loop procedures to be ready when we go live with the system. Early stages of research have commenced to review Council's current voice of customer programs in aim of reviewing how customer satisfaction is measured. 	85%
5.3 RESPONSIVE SERVICE DELIVERY SUPPORTED BY SYSTEMS, RESOURCES AND AN ENGAGED WORKFORCE	<p>→ Provide a suite of customer-friendly resources to inform and educate the community and build understanding of regulations, Council service requirements and processes.</p>	<ul style="list-style-type: none"> Roll out the upgraded Customer Request Management System across the organisation. This will be the first step to allow customers to lodge requests through our website and receive educational content that is tailored to their needs. Develop and implement a suite of templates for staff to use to interact with customers in response to service requests. The templates will include information for customers to help them understand Council's processes and service levels. Develop and roll out Council's Community Directory - an online database of community groups across the Shire. This will allow residents to look up community groups and activities of interest to them and better engage with their local community. 	<ul style="list-style-type: none"> Across the reporting period most work concentrated on the development of the Customer Request Management System (CRMS). The CRMS will be implemented in Quarter 1 of 2024-25. Once implemented Council Officers will commence developing the Customer Engagement Portal, allowing customers to lodge requests and complete some applications online. Council remains committed to enhancing the customer experience and Council Officers continue to refine resources and customer-facing processes, focusing on optimisation and automation. Year to date the following improvements and additions have been made: <ul style="list-style-type: none"> Community Sign Spaces: The process for booking community signs has been refreshed by the Customer Experience team with an updated booking form and improved processes that make it easy for the customer and ensure safe and effective use of the sign spaces. These improvements have been welcomed by the community. Sharps Disposal Service: Informing community members on the service offered by Council including web page and communications to the community. Updated Animal Registration Forms: Updated forms have been created to assist owners of Working Dogs to apply for registration. Online Registration Updates: Council's website now features an updated form allowing customers to effortlessly update their animal registration details and report lost registration tags. Drainage and Easement Resources: Council officer have created Drainage and Easement FAQ sheets. These resources will help customers better understand these topics and their associated responsibilities. Council's Community Directory was launched in February 2024, as per action 1.3.1 and will be removed in 2024-25 due to action duplication. 	85%
5.3 RESPONSIVE SERVICE DELIVERY SUPPORTED BY SYSTEMS, RESOURCES AND AN ENGAGED WORKFORCE	<p>Y3 5.3.2 Provide for a safe working environment and develop a productive and skilled workforce</p>			80%
5.3 RESPONSIVE SERVICE DELIVERY SUPPORTED BY SYSTEMS, RESOURCES AND AN ENGAGED WORKFORCE	<p>→ Implement People and Culture and organisational development activities, that support a safe, productive workplace and culture.</p>	<ul style="list-style-type: none"> Finalisation and implementation of Council's Employee Values Proposition. Activation and delivery of the Employee Engagement Survey Action Plan. Implementation of new Performance Review (PRP) cycle to align to development of future ready workforce. Implementation of a 12 month learning and development program aligned to the Performance Review and Planning cycle and Council priorities. Development of an Organisational Development Strategy. Development and implementation of the Safety and Wellbeing Strategy. Completion of Safety and Wellbeing Audit and Gap Analysis. 	<ul style="list-style-type: none"> All Employee Value Proposition (EVP) collateral has been finalised and has started to be incorporated within Council's careers page and social media portals for specific recruitment campaigns. The project was fully delivered in February 2024 and establishes a clear EVP message centred on three core pillars, We Care, We Thrive, and We Grow. Council's careers page has been updated to reflect these core statement and showcase the benefits of working for the organisation. Employee Engagement Survey Action Plan commenced in July 2023. All actions scheduled for delivery throughout the second quarter of the Action Plan have progressed well. The Performance Review and Planning (PRP) cycle has been implemented. Office based team members completed a self-reflection and review in February and June 2024, an opportunity to pause, reflect and share feedback, whilst re-visiting performance objectives and development goals. The implementation of a Learning Management System (LMS) has significantly enhanced Learning and Development initiatives. Staff now have access to a comprehensive library of self-paced learning modules, and Council officer have established a system to identify compliance training needs for operational teams. Development of an Organisational Development Strategy has been deferred into 2024-25, resulting in a delayed status. A Safety Culture Survey was conducted across November and December 2023. Following data collection, a comprehensive analysis was undertaken. This analysis, combined with the findings of a Safety and Wellbeing Audit and Gap Analysis, has inform the development of a comprehensive Safety and Wellbeing Strategy. Stakeholder consultation on the draft strategy is scheduled to begin during Quarter 1 2024-25. 	80%
5.4 PLANNING, ADVOCATING AND INNOVATING FOR THE FUTURE	<p>Y3 5.4.1 Plan, consult and review the priorities of the community to continue actioning and progressing the Golden Plains Community Vision 2040</p>			100%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
5.4 PLANNING, ADVOCATING AND INNOVATING FOR THE FUTURE	→ Continue planning, engaging and analysing information to determine the future service provision and infrastructure needs, and deliver responsive and innovative solutions for the Golden Plains community.	<ul style="list-style-type: none"> Develop and implement a Priority Project Pipeline and Capital Assessment Tool and continue to update the Community Services Infrastructure Plan (CSIP). 	<ul style="list-style-type: none"> Council Officers commenced scoring identified projects utilising the Capital Assessment Tool developed earlier in the 2023-24 financial year. Projects scored were entered into the Priority Project Pipeline and a priority list has started to be developed. Council Officers utilised several Council documents, including Strategies, site masterplans, regional plans and community requests to identify projects. These were then scored against the adopted criteria. Where possible, condition reports, facility audits, participation plans and schedules of use are utilised to ensure scoring is accurate, consistent and considers utilisation data to determine demand. Deliberative engagement with Community on the Council Vision 2040 Refresh reached over 200 community members from January 2024– March 2024. Community Engagement Workshops were delivered in Bannockburn, Smythesdale and Dereel with over 38 participants consulting on the Community Vision Refresh 2040, Disability Action Plan and the Municipal Health & Wellbeing Plan. Council Vision 2040 Refresh feedback and recommendations adopted at Council Meeting in May. 	100%
5.4 PLANNING, ADVOCATING AND INNOVATING FOR THE FUTURE	→ Lead and partner with community and stakeholders on advocacy campaigns.	<ul style="list-style-type: none"> Scoping and development of priority projects advocacy publication to capture priority projects across the municipality. Continued advocacy for the municipality by connecting with members of Parliament, Federal and State Government, businesses and service providers, to seek investment, funding and partnerships for identified community priorities. Active representation across regional alliances to assist in the connection of regional priorities, including the Geelong Region Alliance (G21), Municipal Association of Victoria, Central Highlands Group of Councils and Peri-Urban Group of Rural Councils. 	<ul style="list-style-type: none"> Council's 2024 Advocacy document, outlining key priorities for the year, was updated and circulated to Councillors for feedback in November 2023. The final document had been completed and will be used by the Mayor to guide discussions with relevant government officials. The Mayor and CEO continue to champion the Council's priorities through regular meetings with Members of Parliament (MPs) and Ministers at both the State and Federal levels during the reporting period. The Mayor and CEO maintain regular communication channels with local MPs, as evidenced by their recent meeting with the Minister for Planning to discuss growth planning matters. 	100%



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CUSTOMER HUB HOURS

Golden Plains Civic Centre, Bannockburn
8.30am to 5pm, Monday to Friday

The Well, Smythesdale
8.30am to 5pm, Monday to Friday

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